PRINCIPLES OF LEADERSHIP



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Principles of Leadership

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This text was compiled on 08/29/2026

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1: LEADER CENTRIC THEORIES- EARLY LEADERSHIP THEORIES



Learning Objectives

After completing this reading, you should be able to:

- Understand the concept of the Great Man Theory and its historical significance.
- Understand Ralph Stogdill's trait theory and its implications for identifying key leadership traits that contribute to effective leadership.
- Identify the key elements and implications of Lewin & Lippitt's leadership styles (autocratic, democratic, and laissez-faire).
- Recognize the contributions of the Ohio State Studies to leadership research.
- Comprehend the principles and applications of Blake and Mouton's Managerial Grid.
- Understand how effective leadership involves matching leadership styles to situational factors, enhancing follower motivation and performance by clearing the path to goals, and adapting styles to the maturity levels of followers to support their development and engagement.

Introduction

Early leadership theories laid the foundation for contemporary leadership research and practice. These theories explored various aspects of leadership, including traits, behaviors, and styles, providing valuable insights into effective leadership. This reading examines six significant early leadership theories: the Great Man Theory, Ralph Stogdill's trait theory, Lewin & Lippitt's leadership styles, the Ohio State Studies, Blake and Mouton's Managerial Grid, and Situational Leadership Theories. These theories offer a historical perspective on leadership and highlight the evolution of leadership thought.

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1.1: The Great Man Theory

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1.1: The Great Man Theory

The Great Man Theory

The Great Man Theory is one of the earliest leadership theories, dating back to the 19th century. It posits that great leaders are born, not made, and that leadership is an inherent trait possessed by exceptional individuals. This theory suggests that certain individuals have innate qualities that make them natural leaders (Carlyle, 1841).

Key Elements of the Great Man Theory:

1. Innate Leadership Traits: The Great Man Theory asserts that leadership traits are inherent and cannot be developed. Great leaders possess qualities such as charisma, intelligence, and courage.
2. Historical Examples: The theory often cites historical figures such as Alexander the Great, Napoleon Bonaparte, and Winston Churchill as examples of great leaders who were born with exceptional leadership abilities.
3. Heroic Leadership: The Great Man Theory emphasizes the heroic nature of leadership, portraying leaders as extraordinary individuals who shape history through their actions.

Implications of the Great Man Theory:

1. Limited Scope: The Great Man Theory has a limited scope, focusing solely on individual traits and ignoring the influence of context and environment on leadership.
2. Exclusivity: The theory suggests that only a select few individuals can be leaders, excluding the possibility of leadership development and growth.
3. Historical Bias: The theory is biased towards historical figures and may overlook the contributions of lesser-known leaders.

While the Great Man Theory emphasized leadership as an inherent quality found in exceptional individuals, Ralph Stogdill's Trait Theory challenged this notion by arguing that leadership is not solely dependent on innate traits. Stogdill's research suggested that while certain traits may influence leadership effectiveness, they must be considered alongside situational factors. His perspective moved the discussion beyond the idea of predetermined greatness, highlighting the dynamic interplay between personal characteristics and environmental demands.

Theory to Practice

Case Study: The Great Man Theory in Historical Context

The Great Man Theory can be observed in the historical context of Winston Churchill's leadership during World War II. Churchill's charisma, intelligence, and courage were seen as innate qualities that made him a natural leader. His heroic leadership and ability to inspire the British people during a time of crisis exemplify the principles of the Great Man Theory.

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1.2: Ralph Stogdill's Trait Theory

Ralph Stogdill's Trait Theory

Ralph Stogdill was a pioneering researcher who challenged the traditional trait-based leadership theories. His work marked a significant shift in leadership studies by emphasizing the interaction between individual traits and situational factors (Stogdill & Coons, 1957).

Key Contributions of Stogdill's Trait Theory:

1. Initial Identification of Traits: In his 1948 paper, "Personal Factors Associated with Leadership: A Survey of the Literature," Stogdill reviewed over 100 studies and identified six traits commonly found in successful leaders (Stogdill, 1948):

- Capacity: Intelligence, alertness, verbal facility, originality, and judgment.
- Achievement: Scholarship, knowledge, and athletic accomplishments.
- Responsibility: Dependability, initiative, persistence, and aggressiveness.
- Participation: Activity, sociability, and cooperation.
- Status: Socioeconomic position and popularity.
- Situation: The ability to adapt to different situations and environments.

2. Critique of Trait Theory: Stogdill found that there was no consistent set of traits that defined effective leaders. Instead, he argued that leadership is a result of the interaction between the leader's traits and the demands of the situation.

3. Situational Context: His research highlighted the importance of situational context in leadership. He suggested that successful leadership depends on the specific challenges faced and the abilities, values, and concerns of the followers.

4. Expanded Trait List: Stogdill identified a broad range of traits associated with leadership, including intelligence, self-confidence, determination, integrity, and sociability. However, he emphasized that these traits alone do not guarantee effective leadership; they must be relevant to the context in which the leader operates.

Implications of Stogdill's Theory:

- Dynamic Leadership: Stogdill's work paved the way for more dynamic and flexible approaches to leadership, recognizing that effective leaders must adapt their style to the context and needs of their followers.
- Holistic View: His research encouraged a more holistic view of leadership, integrating both personal traits and situational factors.
- Foundation for Modern Theories: Stogdill's insights laid the groundwork for subsequent leadership theories, such as contingency and situational leadership models (Stogdill & Coons, 1957).

While Stogdill's Trait Theory highlighted the importance of both personal characteristics and situational factors in leadership, the focus soon shifted toward observable behaviors rather than traits alone. Kurt Lewin and Ralph Lippitt contributed to this evolution by categorizing leadership into three distinct styles: autocratic, democratic, and laissez-faire. Their research emphasized that leadership effectiveness depends not just on traits, but on how leaders actively engage with their teams and make decisions.

Theory to Practice

Imagine a company facing a crisis—a major product recall that threatens its reputation. The CEO, rather than relying solely on personal traits like confidence and decisiveness, adapts their leadership approach based on the situation. They recognize that their success depends not just on their own qualities but also on the environment, the expertise of their team, and external factors like media perception.

According to Stogdill's perspective, this CEO's effectiveness isn't predetermined by innate leadership traits alone. Instead, their ability to lead during the crisis depends on how well their characteristics (like resilience and communication skills) interact with the demands of the situation—whether they coordinate efficiently with experts, reassure stakeholders, and navigate public relations strategically.

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1.3: Lewin and Lippitt's Leadership Styles

Lewin & Lippitt's Leadership Styles

Kurt Lewin and Ronald Lippitt conducted pioneering research on leadership styles in the 1930s and 1940s. They identified three distinct leadership styles: autocratic, democratic, and laissez-faire (Lewin et al., 1939). These styles describe different approaches to leadership and their impact on group dynamics and performance.

1. Autocratic Leadership

Autocratic leadership is characterized by centralized decision-making and control. Autocratic leaders make decisions unilaterally and expect followers to comply without question.

Characteristics of Autocratic Leadership:

- Centralized decision-making: Leaders make decisions without input from followers.
- Control: Leaders maintain strict control over tasks and processes.
- Compliance: Followers are expected to comply with leaders' directives.

Implications of Autocratic Leadership:

- Efficiency: Autocratic leadership can be efficient in situations requiring quick decision-making.
- Limited creativity: The lack of input from followers can limit creativity and innovation.
- Low morale: The authoritarian nature of autocratic leadership can lead to low morale and dissatisfaction among followers.

2. Democratic Leadership

Democratic leadership involves participative decision-making and collaboration. Democratic leaders seek input from followers and encourage active participation in the decision-making process.

Characteristics of Democratic Leadership:

- Participative decision-making: Leaders involve followers in decision-making.
- Collaboration: Leaders encourage teamwork and collaboration.
- Empowerment: Followers are empowered to contribute and share ideas.

Implications of Democratic Leadership:

- Creativity and innovation: The involvement of followers can enhance creativity and innovation.
- High morale: The collaborative nature of democratic leadership can lead to high morale and job satisfaction.
- Time-consuming: Democratic leadership can be time-consuming due to the participative decision-making process.

3. Laissez-Faire Leadership

Laissez-faire leadership is characterized by minimal intervention and control. Laissez-faire leaders provide followers with autonomy and freedom to make decisions and manage tasks.

Characteristics of Laissez-Faire Leadership:

- Minimal intervention: Leaders provide minimal guidance and control.
- Autonomy: Followers have the freedom to make decisions and manage tasks.
- Self-management: Followers are responsible for their own performance and outcomes.

Implications of Laissez-Faire Leadership:

- Creativity and innovation: The autonomy provided by laissez-faire leadership can foster creativity and innovation.
- Lack of direction: The minimal intervention can lead to a lack of direction and coordination.
- Variable performance: The effectiveness of laissez-faire leadership depends on the competence and motivation of followers (Lewin et al., 1939).

Lewin and Lippitt's research emphasized leadership behaviors by categorizing leaders into autocratic, democratic, and laissez-faire styles. While their work highlighted how leadership manifests through observable actions, the Ohio State Studies expanded on this behavioral approach by identifying two critical dimensions: consideration and initiating structure. These studies shifted the focus from leadership styles to the balance between relationship-building and task-oriented behaviors, offering a more nuanced framework for understanding leadership effectiveness.

Theory to Practice

Example: Leadership Styles at Pinnacle Solutions

Pinnacle Solutions Inc. implemented different leadership styles in various departments to observe their impact on performance.

The autocratic leadership style was used in the production department to ensure efficiency and compliance. The democratic leadership style was adopted in the research and development department to foster creativity and innovation. The laissez-faire leadership style was applied in the marketing department to provide autonomy and encourage self-management. This approach helped Pinnacle Solutions Inc. understand the strengths and limitations of each leadership style.

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1.4: The Ohio State Studies

The Ohio State Studies

The Ohio State Studies, conducted in the 1940s and 1950s, were a series of research projects aimed at identifying key leadership behaviors. The studies identified two primary dimensions of leadership behavior: consideration and initiating structure (Stogdill & Coons, 1957).

1. Consideration

Consideration refers to the extent to which leaders show concern for the well-being and needs of followers. Leaders who exhibit high consideration are supportive, empathetic, and build strong relationships with followers.

Characteristics of Consideration:

- Support: Leaders provide support and encouragement to followers.
- Empathy: Leaders show empathy and understanding towards followers' needs and concerns.
- Relationship-building: Leaders build strong relationships with followers.

Implications of Consideration:

- High morale: High consideration can lead to high morale and job satisfaction among followers.
- Trust and loyalty: Considerate leaders build trust and loyalty among followers.
- Collaboration: Consideration fosters a collaborative and supportive work environment.

2. Initiating Structure

Initiating structure refers to the extent to which leaders define roles, set goals, and establish clear expectations. Leaders who exhibit high initiating structure provide direction, organize tasks, and ensure that followers understand their responsibilities.

Characteristics of Initiating Structure:

- Goal-setting: Leaders set clear goals and expectations for followers.
- Task organization: Leaders organize tasks and define roles and responsibilities.
- Direction: Leaders provide direction and guidance to followers.

Implications of Initiating Structure:

- Efficiency: High initiating structure can enhance efficiency and productivity.
- Clarity: Clear expectations and roles provide clarity and reduce ambiguity.
- Performance: Initiating structure can improve performance by providing direction and focus.

The Ohio State Studies introduced two key leadership dimensions, consideration and initiating structure, highlighting the balance between relationship-building and task-oriented behaviors. Building on this foundation, Robert Blake and Jane Mouton developed the Managerial Grid, which refined leadership analysis by mapping various management styles across a grid based on concern for people and concern for production. Their model provided a structured framework for understanding how leaders prioritize relationships and results, offering a more strategic approach to leadership effectiveness.

Blake and Mouton's Managerial Grid

Blake and Mouton's Managerial Grid, developed in the 1960s, is a framework for understanding leadership styles based on two dimensions: concern for people and concern for production. The grid identifies five leadership styles based on the combination of these dimensions (Blake & Mouton, 1964).

1. Impoverished Management (1,1)

Impoverished management is characterized by low concern for people and low concern for production. Leaders with this style exhibit minimal effort and involvement in both areas.

Characteristics of Impoverished Management:

- Low concern for people: Leaders show minimal concern for followers' needs and well-being.
- Low concern for production: Leaders show minimal concern for achieving goals and productivity.
- Minimal effort: Leaders exhibit minimal effort and involvement in leadership.

Implications of Impoverished Management:

- Low morale: The lack of concern for people can lead to low morale and dissatisfaction.
- Poor performance: The lack of concern for production can result in poor performance and productivity.
- Ineffective leadership: Impoverished management is generally ineffective and detrimental to organizational success.

2. Country Club Management (1,9)

Country club management is characterized by high concern for people and low concern for production. Leaders with this style prioritize followers' needs and well-being over achieving goals.

Characteristics of Country Club Management:

- High concern for people: Leaders prioritize followers' needs and well-being.
- Low concern for production: Leaders show minimal concern for achieving goals and productivity.
- Supportive environment: Leaders create a supportive and comfortable work environment.

Implications of Country Club Management:

- High morale: The high concern for people can lead to high morale and job satisfaction.
- Low productivity: The low concern for production can result in low productivity and performance.
- Imbalance: Country club management can create an imbalance between people and production.

3. Authority-Compliance Management (9,1)

Authority-compliance management is characterized by high concern for production and low concern for people. Leaders with this style prioritize achieving goals and productivity over followers' needs and well-being.

Characteristics of Authority-Compliance Management:

- High concern for production: Leaders prioritize achieving goals and productivity.
- Low concern for people: Leaders show minimal concern for followers' needs and well-being.
- Task-oriented: Leaders focus on tasks and performance.

Implications of Authority-Compliance Management:

- High productivity: The high concern for production can lead to high productivity and performance.
- Low morale: The low concern for people can result in low morale and job satisfaction.
- Authoritarian environment: Authority-compliance management can create an authoritarian and rigid work environment.

4. Middle-of-the-Road Management (5,5)

Middle-of-the-road management is characterized by moderate concern for both people and production. Leaders with this style seek a balance between achieving goals and addressing followers' needs.

Characteristics of Middle-of-the-Road Management:

- Moderate concern for production: Leaders show a moderate concern for achieving goals and productivity.
- Moderate concern for people: Leaders show a moderate concern for followers' needs and well-being.
- Compromise: Leaders seek a balance between people and production.

Implications of Middle-of-the-Road Management:

- Balanced approach: The moderate concern for both people and production can create a balanced work environment.
- Average performance: The compromise approach can result in average performance and productivity.
- Limited innovation: Middle-of-the-road management may limit innovation and creativity due to the focus on compromise.

5. Team Management (9,9)

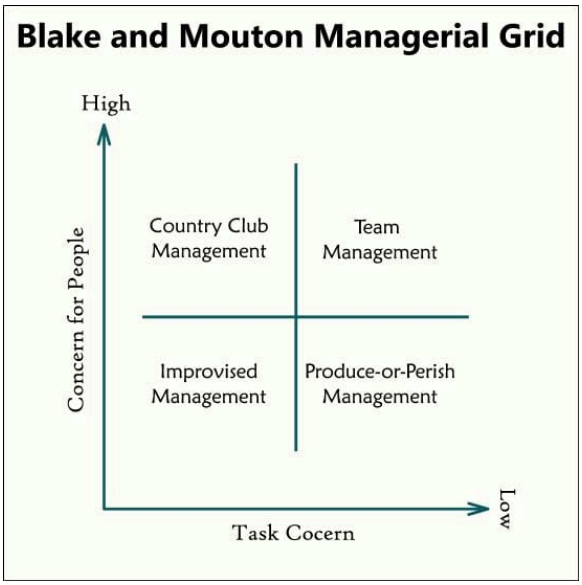
Team management is characterized by high concern for both people and production. Leaders with this style prioritize achieving goals while also addressing followers' needs and well-being.

Characteristics of Team Management:

- High concern for production: Leaders prioritize achieving goals and productivity.
- High concern for people: Leaders prioritize followers' needs and well-being.
- Collaborative environment: Leaders create a collaborative and supportive work environment.

Implications of Team Management:

- High performance: The high concern for both people and production can lead to high performance and productivity.
- High morale: The high concern for people can result in high morale and job satisfaction.
- Innovation and creativity: Team management fosters innovation and creativity through collaboration and support (Blake & Mouton, 1964).



Blake and Mouton's Managerial Grid provided a structured way to analyze leadership styles based on concern for people and concern for production. While their model offered valuable insights into different management approaches, it assumed that one style could be universally effective. In contrast, contingency theories of leadership emerged to challenge this notion, emphasizing that leadership effectiveness depends on situational factors. These theories argue that no single leadership style is best in all circumstances—success depends on how a leader adapts to the demands of their environment and team.

Theory to Practice

Example: Implementing the Managerial Grid at InnovateX Enterprises

InnovateX Enterprises implemented Blake and Mouton's Managerial Grid to assess and improve leadership styles within the organization. The leadership team identified that different departments exhibited varying levels of concern for people and production. By using the Managerial Grid, leaders were able to adjust their styles to achieve a better balance between people and production. This approach resulted in improved performance, higher morale, and a more collaborative work environment.

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1.5: Situational Theories

Situational Theories

When comparing leadership theories, three prominent models often discussed are Contingency Leadership Theory, Path-Goal Theory, and Situational Leadership II (SLII). Contingency Leadership Theory posits that the effectiveness of a leader is contingent upon how well their leadership style matches the situation. Path-Goal Theory focuses on how leaders can motivate their followers to achieve goals by clarifying the path to those goals and removing obstacles. Situational Leadership II (SLII), developed by Ken Blanchard and Paul Hersey, emphasizes the need for leaders to adapt their style based on the development level of their followers. Each theory offers unique insights into the dynamics of leadership and provides valuable frameworks for understanding how leaders can effectively guide their teams in various contexts.

Contingency Leadership Theory

The Contingency Leadership Theory, developed by Fred Fiedler, posits that there is no single best style of leadership. Instead, the effectiveness of a leader is contingent upon how well their leadership style matches the situation (Fiedler, 1967). Key factors include leader-member relations, task structure, and position power.

Path-Goal Leadership Theory

The Path-Goal Leadership Theory, developed by Robert House, suggests that a leader's effectiveness is determined by their ability to clear the path to help followers achieve their goals. This theory identifies four leadership styles: directive, supportive, participative, and achievement-oriented (House, 1971).

Situational Leadership Theory (SLII)

The Situational Leadership Theory, developed by Paul Hersey and Kenneth Blanchard, emphasizes that effective leadership depends on the leader's ability to adapt their style to the maturity level of followers. The theory identifies four leadership styles: telling, selling, participating, and delegating (Hersey & Blanchard, 1982).

Comparison and Contrast Adaptability:

- Contingency Theory: Leaders should be placed in situations that match their leadership style rather than changing their style.
- Path-Goal Theory: Leaders adapt their style to the needs and characteristics of their followers.
- Situational Leadership Theory: Leaders adapt their style based on the maturity level of followers.

Comparison and Contrast Focus:

- Contingency Theory: Focuses on matching leadership style to situational favorableness.
- Path-Goal Theory: Focuses on motivating followers by clearing the path to their goals.
- Situational Leadership Theory: Focuses on developing followers by adapting leadership style to their maturity level.

Comparison and Contrast Leadership Styles:

- Contingency Theory: Task-oriented vs. relationship-oriented.
- Path-Goal Theory: Directive, supportive, participative, achievement-oriented.
- Situational Leadership Theory: Telling, selling, participating, delegating.

Comparison and Contrast Implications:

- Contingency Theory: Effective leadership depends on situational control and matching style to the situation.
- Path-Goal Theory: Effective leadership involves motivating followers and removing obstacles.
- Situational Leadership Theory: Effective leadership involves diagnosing follower development levels and applying the appropriate style.

Theory to Practice

Example: Implementing Leadership Theories at Innovative Solutions Inc.

Innovative Solutions Inc. faced challenges in aligning leadership styles with the diverse needs of its departments. To address these challenges, the leadership team implemented a combination of Contingency Leadership Theory, Path-Goal Leadership Theory, and Situational Leadership Theory (SLII).

Contingency Leadership Theory: Leaders were matched to situations based on leader-member relations, task structure, and position power. Task-oriented leaders were placed in departments with clear goals, while relationship-oriented leaders were assigned to teams needing strong interpersonal connections. This improved team performance and job satisfaction.

Path-Goal Leadership Theory: Different leadership styles were applied to enhance motivation. Directive leadership provided clear guidelines for new employees, supportive leadership offered emotional support, participative leadership encouraged collaboration, and achievement-oriented leadership set challenging goals. This increased motivation and organizational performance.

Situational Leadership Theory (SLII): Leadership styles were adapted to employee maturity levels. Telling style for new hires, selling style for moderately competent employees, participating style for teams with high competence but variable commitment, and delegating style for highly competent and committed employees. This led to better employee development and engagement.

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1.6: Summary and References

Summary

Great Man Theory

One of the earliest leadership theories, it suggests that leaders are born, not made, and that great leaders possess inherent traits that make them effective.

Stogdill's Trait Theory

Building on the Great Man Theory, Ralph Stogdill's research in the mid-20th century identified specific traits that were common among effective leaders, such as intelligence, alertness, and sociability. However, he also emphasized that these traits alone do not guarantee leadership success; situational factors play a crucial role.

Lewin and Lippitt's Leadership Styles

Kurt Lewin and Ronald Lippitt developed a model in the 1930s that categorized leadership styles into three types: autocratic, democratic, and laissez-faire. Their work highlighted the impact of different leadership styles on group dynamics and performance.

Ohio State Studies

Conducted in the 1940s and 1950s, these studies identified two key dimensions of leadership behavior: consideration (showing concern for followers) and initiating structure (defining roles and tasks). This research contributed to the understanding of how different leadership behaviors affect team performance and satisfaction.

Managerial Grid

Developed by Robert Blake and Jane Mouton in the 1960s, the Managerial Grid is a framework that evaluates leadership styles based on concern for people and concern for production. It identifies five main styles: impoverished, country club, produce or perish, middle-of-the-road, and team leadership.

Situational Theories

These theories emphasize the importance of adapting leadership styles to the specific context and needs of followers. Key situational theories include:

- Contingency Leadership Theory: Proposes that the effectiveness of a leader depends on how well their style matches the situation.
- Path-Goal Theory: Focuses on how leaders can motivate followers by clarifying the path to goals and removing obstacles.
- Situational Leadership II (SLII): Developed by Ken Blanchard and Paul Hersey, this theory highlights the need for leaders to adjust their style based on the development level of their followers.

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2: LEADER CENTRIC THEORIES- CONTEMPORARY LEADERSHIP THEORIES



Learning Objectives

After completing this reading, you should be able to:

- Understand the concept of emotional intelligence and its impact on leadership effectiveness.
- Identify the key elements and benefits of ethical leadership.
- Recognize the principles and practices of servant leadership.
- Comprehend the characteristics and applications of authentic leadership.

Introduction

In today's complex and dynamic organizational environments, effective leadership requires a deep understanding of emotional intelligence, ethical principles, servant leadership, and authenticity. These contemporary leadership theories provide valuable insights into creating healthy, effective, and resilient organizations. This reading explores four critical aspects of contemporary leadership: emotional intelligence, ethical leadership, servant leadership, and authentic leadership. These concepts offer innovative approaches to leading with empathy, integrity, service, and authenticity.

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2.1: Emotional Intelligence

Emotional Intelligence

Emotional intelligence (EI) refers to the ability to recognize, understand, and manage one's own emotions and the emotions of others. In 1990, Peter Salovey and John Mayer formally defined emotional intelligence as the ability to monitor one's own and others' feelings and emotions. Daniel Goleman, in his 1995 book, *Emotional Intelligence: Why it Can Matter More than IQ*, is often credited for popularizing the concept. Over the past several decades, emotional intelligence has become the most widely studied personal capacity associated with effective leadership. EI involves an individual's capacities to identify and understand the emotional states of themselves and others and is often comprised of four dimensions: self-awareness, social awareness, self-management, and relationship management (Goleman, 2001).

Self-Awareness: This is the ability to recognize and understand one's own emotions, which is foundational for all other components of EI. It helps individuals make informed decisions and manage their emotions effectively, reducing impulsivity and improving professional relationships. Without self-awareness, individuals struggle to understand how their emotions impact others and their own decision-making processes.

Self-management: This involves the capacity to manage one's emotions, enabling individuals to remain calm under stress and make thoughtful decisions rather than acting impulsively. Self-regulation supports adaptability and resilience in changing work environments. Those who can regulate their emotions are better equipped to handle conflict and navigate challenging situations.

Social awareness: This is the ability to understand and respond to the emotions of others, fostering inclusivity, communication, and conflict resolution in the workplace. Social awareness allows individuals to connect with colleagues on a deeper level, building trust and rapport.

Relationship management: Effective communication, leadership, and teamwork are facilitated by strong social skills, making individuals adept at influencing others and building successful relationships. Strong relationship management skills enable individuals to navigate complex social situations and build strong, collaborative relationships.

Emotional intelligence is related to many important workplace outcomes. For instance, individuals possessing high EI excel in communication which facilitates dialogue and reduces misunderstandings, which fosters a more collaborative environment. When disagreements arise, they proactively navigate and resolve conflicts effectively. Additionally, emotionally intelligence individuals more effectively manage stress and maintain a healthy work-life balance. When managers possess high EI, their work units often experience improved outcomes. For instance, they foster a team culture whereby their direct reports indicate they are more satisfied with their job, experience greater support, perform at higher levels and manage job stress more effectively (Doğru, 2022).

We have stated previously that trait theories of leadership declined in popularity among leadership scholars because of the overemphasis of innate traits and neglected important individual skills and other situational factors. Moreover, scholars were unable to establish a universal set of traits that constitute effective leadership across all situations. The rising interest in emotional intelligence renewed interest in exploring abilities and traits, such as emotional intelligence as crucial for effective leadership. Emotional intelligence is not a leadership theory, but a set of abilities and traits that enable individuals to engage in effective leadership such as transformational leadership (Kim & Kim, 2017), servant leadership (Miao, Humphrey, & Qian, 2021), and adaptive leadership (Boyar, Savage, & Williams, 2023) among others.

Theory to Practice

Case Study: Emotional Intelligence at Weyland Corporation

Weyland Corporation faced challenges in employee engagement and morale. The leadership team implemented emotional intelligence training programs to enhance self-awareness, self-regulation, motivation, empathy, and social skills among leaders.

Leaders practiced active listening, showed empathy towards employees, and managed their emotions effectively. This approach resulted in improved employee engagement, stronger relationships, and a positive organizational culture.

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2.2: Ethical Leadership

Ethical Leadership

One of the challenges associated with understanding ethical leadership is that many scholars identify differing moral frameworks to inform various types of character qualities and ethical attitudes and behaviors. Moral theories offer important frameworks that guide ethical decision-making and provide critical principles to evaluate actions as right and wrong.

Rules-based moral theories center on moral obligations regardless of consequences, as exemplified by Immanuel Kant's categorical imperative whereby right actions are judged as right in the action itself. For example, it is categorically wrong to lie, in any circumstances, regardless of the consequence. Simply put, for deontologists, the ends never justify the means.

Ends-based moral theories, unlike rules-based moral theories, focus exclusively on the consequences of actions, with utilitarianism being the most common form, which aims to minimize pain and maximize good. For utilitarianism, an action is deemed right if it produces the greatest good for the greatest number of people.

Virtue ethics, such as Aristotle's philosophy, rather than focusing on specific rules or consequences of an action ("what should I *do*?"), emphasizes the character of the agent ("what should I *be*?"). Living a good (ethical) life, consists of possessing right character traits (virtues). Virtue ethics emphasizes the development of good habits of virtuous character and avoiding bad character traits (vices).

Why do these moral frameworks matter in our investigation into ethical leadership? Given the ethical scandals which occur in virtually any type of organization, we observe ethical decision-making processes whereby one or more of the moral frameworks have run amuck. Ethical leaders must integrate within their decision-making processes, aspects of moral obligations, the consequences of their actions which have lasting implications on their moral character.

Eisenbeiss (2012) developed a normative model of ethical leadership that not only drew upon major moral theories but also synthesized common themes throughout Western (e.g., Plato, Aristotle, Kant, Rawls) and Eastern (e.g., Confucianism) moral philosophy as well as the ethics principles of six major world religions (Christianity, Judaism, Islam, Buddhism, Hinduism Sikhism). Eisenbeiss' model identified four central ethical orientations associated with ethical leadership: 1) humane orientation; 2) justice orientation; 3) responsibility and sustainability orientation; and 4) moderation orientation.

- **Humane orientation**: treat others with dignity and respect and to see them as ends not as means.
- **Justice orientation**: making fair and consistent decisions and not discriminating against others
- **Responsibility and sustainability orientation**: leaders' long-term views on success and their concern for the welfare of society and the environment.
- **Moderation orientation**: temperance and humility and balanced leader behavior.

Humane orientation refers to treating others with dignity and respect. This includes recognizing the individual rights and respect for the dignity of others. Leaders operating with a humane orientation exhibit compassion and are concerned for other people's well-being. They often engage in acts of charity and altruism in the service of others.

Justic orientation refers to making fair and consistent decisions and not discriminating against others. Leaders operating from a justice orientation are perceived as fair since they are non-biased by third party interests. They have a respect for diversity and nondiscriminatory treatment of others. Further, they disapprove of any differentiation based on class, race or sex and actively pursue the depreciation of inequity, exploited and oppressed in society.

Responsibility and sustainability orientation refers to leaders' long-term view on success and their concern for the welfare of both society and the environment. They express a long-term focus on organizational performance, reflect upon the impact of decisions on society and natural environment, and consider the interests and needs of future generations. Leaders operating with a responsibility and sustainability orientation are mindful of the welfare of succeeding generations and exercise care in choosing actions that protect and do not destroy future possible life.

Moderation orientation is defined as temperance and humility and balanced leader behavior. Temperance is often conceived

as self-mastery or self-control and leaders express these qualities by restraining emotions and personal desires. Humility is the willingness to see the self accurately and a propensity to put oneself in perspective (Morris, Brotheridge & Urbanski, 2005). A moderation orientation may prevent leaders from developing narcissistic tendencies and to overstate themselves and their vision. Leaders operating from a moderation orientation effectively balance legitimate organizational objectives and stakeholder interests.

Ethical leadership resides among other leader-centric theories because it focuses on traits, behaviors and cognition of leaders. Behaving in an ethical manner is key component of becoming an ethical leader and it is through these behaviors and the communication of high moral standards that followers will perceive leaders as ethical (Hernandez, Eberly, Avolio, & Johnson, 2011).

Theory to Practice

Vignette: Ethical Leadership at BnL, Incorporated

BnL, Incorporated faced ethical dilemmas related to business practices and stakeholder relationships. The leadership team embraced ethical leadership by making decisions that prioritized integrity, fairness, accountability, social responsibility, and respect. Leaders demonstrated transparency in their actions, treated employees and stakeholders with fairness, and held themselves accountable for ethical behavior. This approach fostered a culture of trust, credibility, and social responsibility, enhancing the company's reputation and success.

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2.3: Servant Leadership

Servant Leadership

Servant leadership emphasizes that leaders be attentive to the concerns and needs of their followers; empathizing with them and nurturing them. Robert Greenleaf (1970) proposed the concept of “servant leadership” and it became the title of a book published in 1977. The ultimate test of a servant leader is: “Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit or, at least, not be further deprived?” (Greenleaf, 1977, p. 13-14). The general premise of servant leadership centers around the attitudes and behaviors of the leader in relation to followers, the overall organizational mission and the impact on the broader community and society.

After Greenleaf's introduction, the concept of servant leadership evolved through the contributions of scholars like Larry Spears (2002), who clarified key characteristics of servant leadership, including listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, building community. However, servant leadership attracted little interest in the academic community until the 2000s. In the last few years, there has been a noted increase in social scientific research on servant leadership that has been published in academic journals.

While there has been substantial increase in social scientific research investigating the nature of and the attitudes, traits and behaviors associated with servant leadership, there has been little consistency in characteristics. The mostly widely cited study of servant leadership identified seven constituent components of servant leadership (Liden, Wayne, Zhao & Henderson, 2008).

Emotional Healing: This dimension describes a leader's sensitivity to the personal concerns of others. Beyond merely addressing professional issues, it also encompasses genuine care and support for the emotional well-being of followers. Servant leaders demonstrate emotional healing by creating a safe environment whereby others feel comfortable sharing their struggles, knowing they will be met with understanding and empathy.

Conceptual Skills: Servant leaders are able to process knowledge of the organization and supporting and assisting others in accomplishing tasks. Servant leaders with strong conceptual skills see the big picture, foresee challenges, and develop creative solutions to complex work-related problems. These behaviors foster a culture of learning whereby individuals are encouraged to think critically, challenge assumptions and develop new approaches to work problems.

Empowering: Servant leaders engage in empowering by going beyond simply delegating tasks to help others, especially immediate followers, to take ownership of their work and make decisions independently. Leaders who empower their followers provide them with the resources, support and autonomy they need to succeed.

Helping Subordinates Grow and Succeed: This dimension refers to a genuine concern for others’ career growth and development by providing support and mentoring. It involves actively seeking opportunities to help followers reach their full potential by developing new skills and advancing in their careers.

Putting Subordinates First: This dimension refers to the motivation and mindset that drive behaviors aimed at making it clear to others, especially immediate followers, their work needs are a high priority. Beyond simply being nice, it encompasses a genuine commitment to serving the needs of others, even when it requires personal sacrifice. Additionally, servant leaders ensure followers are provided with the necessary resources to succeed and advocate for their interests.

Behaving Ethically: Servant leaders interacting openly, fairly, and honestly with others. They adhere to a deeply held moral code and refuse to compromise integrity for personal gain. By setting an example of high ethical standard, servant leaders inspire followers to act with integrity. As a result they create a culture where others feel safe to speak up, challenge the status quo and report wrongdoing.

Creating Value for the Community: This dimension of servant leadership involves genuine concern helping develop the broader community surrounding the organization. Servant leaders actively seek opportunities to engage in charitable work, environmental stewardship and other forms of community engagement. By demonstrating concern for the broader community, they inspire followers to embrace a similar mindset.

Research examining the role of servant leadership suggests it leads to positive outcomes for employees and organizations. Servant leadership is related to critical employee behaviors including task-related job performance and extra-role performance (Kiker, Callahan & Kiker, 2019). Put differently, not only do employees fulfill their expectations of typical job responsibilities, they are willing to put in extra effort and engage in activities beyond their normal job expectations. More than this, servant leadership is positively related to employee job satisfaction, commitment and trust. Servant leaders are able to create lasting impact on others and their organizations because they prioritize the needs and growth of their employees and create an engaging environment where employees are free to share ideas and actively contribute.

Theory to Practice

Example: Servant Leadership at Virtucon

Virtucon implemented servant leadership principles to enhance employee engagement and organizational performance. The leadership team focused on empowering employees by providing opportunities for professional development and growth. Leaders demonstrated humility by valuing the contributions of employees and fostering a collaborative work environment. They also acted as stewards by promoting ethical behavior and social responsibility. This approach resulted in increased employee satisfaction, stronger relationships, and improved organizational performance.

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2.4: Authentic Leadership

Authentic Leadership

Avolio and colleagues highlighted that contemporary organizations face unique stressors throughout society that require a new leadership approach that focuses on restoring confidence, hope, optimism, resiliency, and meaningfulness (Avolio, Luthans & Walumbwa, 2004). Influence of authentic leaders extends well beyond bottom line success. Authentic leaders play an important and critical role in the greater society by tackling public policy issues and addressing organizational and societal problems (George, 2003). Authenticity is perhaps best captured by the principles of ancient Greek philosophers to “Know thyself” and “To thine own self be true” in that the more people remain true to their core values, identities, preferences and emotions, the more authentic they become. When leaders know themselves and possess a clear understanding of who they are and what they stand for, they have a strong anchor for decisions and actions.

Authentic leaders are “individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and high on moral character” (Avolio, Luthans, & Walumbwa, 2004, p. 4). Authentic leadership is comprised of four primary dimensions: 1) self-awareness; 2) internalized moral perspective; 3) balanced processing; and 4) relational transparency (Walumbwa, et al, 2008).

Self-awareness refers to the personal insights of the leader. Developing self-awareness is a continual, ongoing process of not only evaluating personal strengths and weaknesses, but also reflecting on core values, identity, emotions, motives and goals. It involves coming to terms with who you are at the deepest level.

Internalized moral perspective describes a self-regulatory process whereby internal moral values and standard guide their behavior rather than allowing outside pressures to control them. Internal moral perspective is an outward growth of a highly developed level of self-awareness because it is demonstrated through observable behaviors and decisions made based on one’s core beliefs and personal values.

Balanced processing refers to the ability of an individual to attentively listen to different views and opinions before making decisions, even if those views challenge his or her deeply held positions. This also involves avoiding favoritism about certain issues and remaining unbiased.

Relational transparency describes the ability to being open and honest in presenting one’s true self to others. This transparency involves key moral values of integrity and honesty as well as the avoidance of ulterior selfish motives in relationship with others. Relational transparency occurs when individuals share in an appropriate manner their core values, motives and inclinations with others.

In the context of organization managers who demonstrate authentic leadership qualities have positive impact on others. Often followers exhibit higher levels of job performance and willingly ‘go the extra mile’ by engaging in extra effort and behaviors beyond the requirement of the normal job responsibilities. Further, authentic leadership is also associated with positive work-related attitudes among followers such as job satisfaction, work engagement and commitment to the organization (Polat, Arıcı & Arasli, 2024). Ultimately, managers exhibiting authentic leadership characteristics create genuine connections and promote a supportive and ethical environment that enables both individuals and the organization to thrive.

Theory to Practice

Vignette: Authentic Leadership at Tyrell Corporation

Tyrell Corporation faced challenges in building trust and credibility among employees. The leadership team implemented authentic leadership principles by enhancing self-awareness, transparency, consistency, relational transparency, and balanced processing. Leaders communicated openly with employees, aligned their actions with their values, and built genuine relationships based on trust and respect. This approach resulted in increased trust, credibility, and employee engagement.

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2.5: Summary and References

Summary

These contemporary leadership theories offer valuable insights into creating healthy, effective, and resilient organizations. Emotional intelligence emphasizes the importance of self-awareness, self-regulation, motivation, empathy, and social skills in leadership. Ethical leadership focuses on leading with integrity, fairness, accountability, social responsibility, and respect. Servant leadership prioritizes serving others, empowering followers, and fostering a collaborative and supportive work environment. Authentic leadership involves leading with authenticity, transparency, consistency, relational transparency, and balanced processing. By integrating these contemporary leadership theories, leaders can develop a holistic approach to leadership that is responsive to the challenges of the modern world, driving positive change and innovation.

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3: RELATIONAL THEORIES- FOLLOWERSHIP



Learning Objectives

After completing this reading, you should be able to:

- Understand Kelley's 5 follower types and their impact on organizational dynamics.
- Recognize the 7 dimensions of courageous followership and their application in leadership contexts.

Introduction

In the study of leadership, the role of followers is often overlooked. However, in a contemporary environment, followers play a crucial role in the success of leaders and organizations. This reading explores two important concepts in followership: Kelley's 5 follower types and the 7 dimensions of courageous followership. These models provide valuable insights into the diverse roles and behaviors of followers and highlight the importance of courageous followership in fostering effective leadership and organizational success.

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3.1: Kelley's 5 Follower Types

3.2: The 7 Dimensions of Courageous Followership

3.3: Summary and References

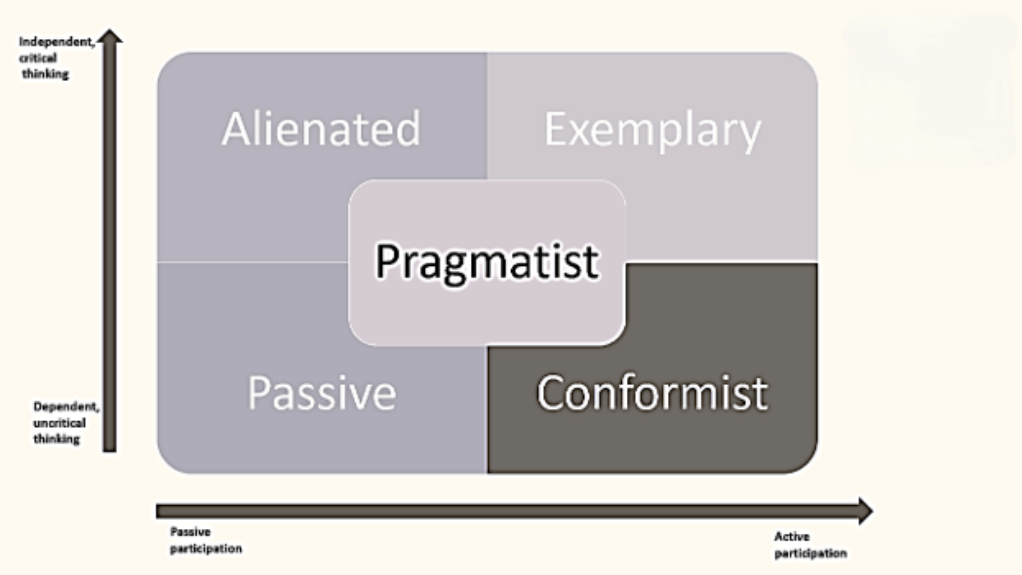
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3.1: Kelley's 5 Follower Types

Kelley's 5 Follower Types

Robert E. Kelley, a pioneer in the study of followership, identified five distinct types of followers based on their level of engagement and critical thinking. These follower types are: Alienated Followers, Passive Followers, Conformist Followers, Pragmatic Followers, and Exemplary Followers (Kelley & Earl, 1992). Kelley and Earl's (1992) book *The Power of Followership* was the first major scholarly exploration to shift the emphasis of the leadership discipline away from the leaders to the other side of the relationship. Today, it is a more mainstream concept when considering leadership to also consider the followership side of the equation. Top institutions such as Harvard even have classes on the subject taught by leadership scholar Barbara Kellerman. As leaders are responsible for no more than 20% of organizational success (and therefore followers are responsible for 80%), it is important to spend time studying those that do the heavy lifting (Kelley, 2008).

Kelley's 5 Follower Types



Source: (Kelley & Earl, 1992)

1. Passive Followers

Passive followers are neither critical thinkers nor actively engaged. They rely on leaders for direction, thinking, and are often compliant and dependent. Passive followers even play an active role in bad leadership by allowing it to continue without intervention (Almeida et al., 2021).

Characteristics of Passive Followers:

- Lack of critical thinking: Passive followers do not question or challenge decisions.
- Dependence: They rely heavily on leaders for guidance and direction.
- Compliance: They follow instructions without initiative or enthusiasm.

Impact on Organizational Dynamics:

Passive followers can contribute to a stable and predictable work environment. However, their lack of initiative and critical thinking can limit innovation and adaptability. Leaders must encourage passive followers to develop their critical thinking skills and take more initiative.

2. Alienated Followers

Alienated followers are highly critical and independent thinkers but are disengaged and lack enthusiasm. They often feel undervalued and disconnected from the organization, leading to a sense of frustration and resentment. Alienated followers can often be seen as negative, and usually do not support the leader (C. B. Crawford et al., 2005)

Characteristics of Alienated Followers:

- Critical thinking: Alienated followers question and challenge the status quo.
- Disengagement: They are emotionally and intellectually detached from the organization.
- Frustration: They often feel unappreciated and marginalized.

Impact on Organizational Dynamics:

Alienated followers can be a source of valuable insights, constructive criticism, and are good at playing devil's advocate. However, their disengagement can hinder collaboration and productivity. Leaders must address their concerns and find ways to re-engage them.

3. Conformist Followers

Conformist followers are highly engaged but lack critical thinking and often time will simply go along with the current direction of the organization. They are loyal and supportive but tend to follow leaders unquestioningly. These are people who are most commonly thought of as "yes people."

Characteristics of Conformist Followers:

- High engagement: Conformist followers are enthusiastic and committed.
- Lack of critical thinking: They do not question or challenge decisions.
- Loyalty: They are loyal and supportive of leaders and the organization.

Impact on Organizational Dynamics:

Conformist followers can contribute to a cohesive and supportive work environment. However, their lack of critical thinking can lead to groupthink and hinder innovation. Leaders must encourage conformist followers to develop their critical thinking skills and enhance their ability and willingness to provide constructive feedback. Conformist followers are highly engaged but lack critical thinking and often time will simply go along with the current direction of the organization. They are loyal and supportive but tend to follow leaders unquestioningly; they are most commonly thought of as "yes people."

4. Pragmatic Followers

Pragmatic followers are adaptable and flexible, balancing engagement and critical thinking based on the situation. They are often seen as "fence-sitters" who adjust their behavior to fit the context. They adapt to the situation, stay out of trouble, and try to survive (C. B. Crawford et al., 2005)

Characteristics of Pragmatic Followers:

- Adaptability: Pragmatic followers adjust their behavior based on the situation.
- Balanced engagement: They are moderately engaged and critical thinkers.
- Flexibility: They can switch between different follower roles as needed.

Impact on Organizational Dynamics: Pragmatic followers can contribute to a flexible and adaptable work environment. However, their inconsistent behavior can create uncertainty and unpredictability. Leaders must provide clear expectations and support to help pragmatic followers maintain consistency.

5. Exemplary Followers

Exemplary followers are highly engaged and critical thinkers. They are proactive, independent, and contribute positively to the organization. They will assume ownership and stand up to the leader when it is needed. Exemplary followers are highly sought after in organizations due to their level of engagement and contributions.

Characteristics of Exemplary Followers:

- High engagement: Exemplary followers are enthusiastic and committed.
- Critical thinking: They question and challenge decisions constructively.
- Proactivity: They take initiative and contribute positively to the organization.

Impact on Organizational Dynamics:

Exemplary followers can contribute to a dynamic and innovative work environment. Their proactive and critical thinking skills can drive positive change and improvement. Leaders must recognize and support exemplary followers to maximize their contributions.

Theory to Practice

Case Study: Addressing Alienation at TechCorp

TechCorp faced challenges with alienated followers who felt disconnected from the company's vision. The leadership team implemented a strategy to re-engage these followers by actively seeking their input, recognizing their contributions, and involving them in decision-making processes. This approach helped transform alienated followers into valuable contributors to the organization. As a result, TechCorp experienced improved morale and increased productivity, demonstrating the power of inclusive leadership. The company's success highlights the importance of actively engaging and valuing all team members.

Discussion Questions:

1. How can leaders ensure that the strategies used to re-engage alienated followers are sustainable in the long term?
2. What are some potential challenges leaders might face when involving followers in decision-making processes, and how can they overcome them?

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3.2: The 7 Dimensions of Courageous Followership

The 7 Dimensions of Courageous Followership

Courageous followership, as defined by Ira Chaleff (2009), involves followers who actively support leaders while also challenging them when necessary. Followers can only be successful if they move out of their passive roles and become active participants in their organizations. By embodying these principles, followers contribute to a dynamic and effective leadership environment that drives organizational success (Chaleff, 2009). The 7 dimensions of courageous followership are:

1. The Courage to Assume Responsibility
2. The Courage to Serve
3. The Courage to Challenge
4. The Courage to Participate in Transformation
5. The Courage to Take Moral Action
6. The Courage to Speak to the Hierarchy
7. The Courage to Listen to Followers.

1. The Courage to Assume Responsibility

"The Courage to Assume Responsibility," emphasizes the importance of followers taking ownership of their actions and contributions to the organization. This involves proactively addressing challenges, making decisions, and contributing to the success of the team without waiting for direction from leaders. Courageous followers recognize their role in achieving organizational goals and hold themselves accountable for their performance. By assuming responsibility, they demonstrate initiative, commitment, and a sense of duty, which fosters a culture of empowerment and collaboration within the organization. This proactive approach not only enhances individual growth but also drives collective success and resilience.

Characteristics:

- Proactivity: Courageous followers take initiative and contribute to organizational success.
- Accountability: They hold themselves accountable for their actions and decisions.
- Ownership: They take ownership of their roles and responsibilities.

2. The Courage to Serve

Courageous followers serve leaders and the organization with dedication and commitment. They support leaders in achieving their vision and goals. It requires a commitment to support leaders and the team, even in challenging circumstances. By demonstrating the courage to serve, followers contribute to a culture of mutual respect and collaboration, enhancing overall organizational effectiveness.

Characteristics:

- Dedication: Courageous followers are committed to serving leaders and the organization.
- Support: They provide support and assistance to leaders in achieving their vision.
- Commitment: They are dedicated to the success of the organization.

3. The Courage to Challenge

Courageous followers challenge leaders when necessary, providing constructive feedback and questioning decisions. They do not blindly follow but actively engage in critical thinking. This type of courage is essential for preventing organizational failures and fostering a culture of accountability. By challenging leaders constructively, followers help ensure that decisions are well-informed and aligned with the organization's values

Characteristics:

- Constructive feedback: Courageous followers provide constructive feedback to leaders.
- Critical thinking: They question and challenge decisions when necessary.
- Engagement: They actively engage in discussions and decision-making processes.

4. The Courage to Participate in Transformation

Courageous followers actively participate in organizational transformation and change. They support leaders in implementing change and contribute to the transformation process rather than taking a passive approach or naysaying. This requires a willingness to embrace new ideas and challenge the status quo for the betterment of the team.

Characteristics:

- Active participation: Courageous followers actively participate in transformation and change.
- Support for change: They support leaders in implementing change initiatives.
- Contribution: They contribute to the transformation process with ideas and actions.

5. The Courage to Take Moral Action

Courageous followers take moral action when necessary, standing up for ethical principles and values. They do not compromise their integrity and are willing to take risks to uphold moral standards. By taking moral action, followers help ensure their organization adheres to its core values and operates responsibly. This is often seen as doing the harder right rather than the easier wrong.

Characteristics:

- Ethical principles: Courageous followers uphold ethical principles and values.
- Integrity: They do not compromise their integrity for personal or organizational gain.
- Risk-taking: They are willing to take risks to uphold moral standards.

6. The Courage to Speak to the Hierarchy

Courageous followers speak up when they see issues or concerns that need to be addressed, even when it means challenging their authority. This communication requires candor, appropriate assertiveness, and the ability to accurately frame the issue to those at the top. By doing so, they help ensure that critical problems are addressed promptly and effectively, contributing to the overall health and success of the organization.

Characteristics:

- Open communication: Courageous followers communicate openly and honestly.
- Addressing concerns: They speak up when they see issues that need to be addressed.
- Courage: They have the courage to voice their opinions and concerns.

7. The Courage to Listen to the Followers

The courage to listen to followers involves leaders actively seeking and valuing the input and perspectives of their team members. This type of courage is essential for fostering a culture of collaboration and mutual respect. By listening to followers, leaders can make more informed decisions and build stronger, more cohesive teams.

Characteristics:

- Active listening: Courageous followers listen actively and empathetically.
- Valuing diversity: They value diverse perspectives and seek to understand different viewpoints.
- Empathy: They demonstrate empathy and understanding in their interactions.

Theory to Practice

Case Study: The Courage to Speak Up at Rivercraft Tours

At Rivercraft Tours, the implementation of the dimension of courageous followership—The Courage to Speak Up—led to increased employee engagement, trust, and collaboration. Employees were empowered to voice their concerns and ideas through channels like anonymous suggestion boxes and regular town hall meetings. This open communication fostered a positive and inclusive organizational culture.

Discussion Questions:

1. How could the focus on speaking up impact employee engagement and organizational culture at Rivercraft Tours?
2. What challenges might Rivercraft Tours face in sustaining this principle, and how can they address these challenges to ensure long-term success?

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3.3: Summary and References

Summary

These contemporary followership theories offer valuable insights into the diverse roles and behaviors of followers and highlight the importance of courageous followership in fostering effective leadership and organizational success. Kelley's 5 follower types—Alienated Followers, Passive Followers, Conformist Followers, Pragmatic Followers, and Exemplary Followers—provide a framework for understanding the different ways followers engage with leaders and organizations. The 7 dimensions of courageous followership—The Courage to Assume Responsibility, The Courage to Serve, The Courage to Challenge, The Courage to Participate in Transformation, The Courage to Take Moral Action, The Courage to Speak Up, and The Courage to Listen—emphasize the active and supportive role of followers in achieving organizational goals and fostering a positive work environment. By recognizing and supporting diverse follower types and encouraging courageous followership, leaders can create a dynamic and effective organizational culture that drives success and innovation.

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4: RELATIONAL THEORIES- TRANSFORMATIONAL LEADERSHIP



Learning Objectives

After completing this reading, you should be able to:

- Understand the concept of transformational leadership and its impact on organizational effectiveness.
- Identify the key elements and benefits of the emergence of morals in leadership.
- Recognize the principles and practices of Kouzes and Posner's Leadership Challenge.

Introduction

In today's complex and dynamic organizational environments, effective leadership requires the ability to inspire change, uphold moral values, and engage in practices that foster collaboration and innovation. This reading explores critical aspects of leadership of transformational leadership and Kouzes and Posner's Leadership Challenge. These concepts provide valuable insights into leading others through transformational change.

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4.1: Transactional vs. Transformational Leadership

4.2: Kouzes and Posner's Leadership Challenge

4.3: Summary and References

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4.1: Transactional vs. Transformational Leadership

Transactional vs. Transformational Leadership

Burns (1978) articulated two contrasting types of leadership: transactional and transformational. He categorized most theories to date as transactional, which focused on exchanges between leaders and followers. For example, a president of a student organization sets a goal of recruiting 10 new members and states that anyone who brings in two or more new members will receive a certificate of recognition.

Transformational leadership is a leadership approach that focuses on inspiring and motivating followers to achieve extraordinary outcomes (Burns, 1978). Transformational leaders create a vision for the future, communicate it effectively, and empower followers to embrace change and innovation, which raises the motivation and morality of both the leader and the follower. A student organization president using transformational leadership would work to inspire and motivate current members to set a vision for member recruitment, foster a creative environment, and support each member individually. This may lead the president and members reaching a greater goal than originally set, growing and transforming as people and leaders in the process, and building trust within their relationships.

The 4 I's of Transformational Leadership

Bass (1985) elaborated on the transformational leadership concept by naming four important factors. These are referred to as the 4 I's of transformational leadership:

1. **Idealized Influence**: Transformational leaders serve as role models for their followers. They demonstrate high ethical standards, integrity, and commitment to the organization's values and goals.
2. **Inspirational Motivation**: Transformational leaders inspire and motivate followers by articulating a compelling vision for the future. They communicate the vision with enthusiasm and optimism, encouraging followers to strive for excellence.
3. **Intellectual Stimulation**: Transformational leaders challenge followers to think critically and creatively. They encourage innovation and problem-solving by fostering an environment where new ideas are valued.
4. **Individualized Consideration**: Transformational leaders provide personalized support and mentorship to followers. They recognize individual strengths and needs, helping followers develop their potential and achieve their goals.

Pseudotransformational Leadership

Bass (1998) also created a term for transformational leaders who are self-consumed, exploitative, and power-oriented. These are leaders who motivate and inspire others but for immoral purposes. An example might be a manager uses their personal power and charisma to convince people to work 80+ hours a week without additional compensation and takes a year end bonus for themselves. Other examples include political dictators throughout history who get others to follow them through coercion and fear.

Studying various approaches to leadership including ethical leadership, servant leadership, authentic leadership, and transformational leadership, it becomes apparent that morality is a hot topic in leadership theory. By incorporating components of theories such as "moral processing" in authentic leadership or "behaving ethically" in servant leadership, scholars were making clear that these approaches to leadership require morality. In transformational leadership, Bass (1998) created a separate category leadership to label leadership that influenced and motivated people but for immoral reasons.

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4.2: Kouzes and Posner's Leadership Challenge

Kouzes and Posner's Leadership Challenge

Kouzes and Posner's (2017) Leadership Challenge is a framework that includes five key practices for effective leadership that drives team and organizational success: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. This framework articulates what transformational leadership may look like in practice.

1. Model the Way

Leaders set an example for others by aligning their actions with their values. They demonstrate commitment to the organization's goals and lead by example. Even if they already have a title of authority, they earn respect through their actions. For example, if a leader values collaboration, you would see them creating collaborative environments and engaging in collaborative processes with their followers.

Key Practices:

- Clarify values: Leaders identify and communicate their values and principles.
- Set the example: Leaders align their actions with their values and demonstrate commitment.

2. Inspire a Shared Vision

Leaders create and communicate a compelling vision for the future. They inspire and motivate others to embrace the vision and work towards achieving it. Their passion is clear, and they create a shared sense of destiny. Leaders might do this through a speech, creating a strategic plan, or creating visual images in the physical environment.

Key Practices:

- Envision the future: Leaders articulate a clear and inspiring vision for the future.
- Enlist others: Leaders engage others in the vision and motivate them to contribute.

3. Challenge the Process

Leaders encourage innovation and continuous improvement by challenging the status quo. They seek new opportunities and take risks to drive positive change. To do this, it is important to create an environment where risks are encouraged, people learn from mistakes, and challenging existing practices is accepted. The leader can model this for others and create support for them to do the same.

Key Practices:

- Search for opportunities: Leaders identify and pursue new opportunities for growth and improvement.
- Experiment and take risks: Leaders encourage experimentation and risk-taking to drive innovation.

4. Enable Others to Act

Leaders foster collaboration and empower others to take action. They build trust and facilitate teamwork by providing support and resources. Leaders create environments that support listening, vulnerability, interdependence, and reciprocity. Collaboration can be both incredibly rewarding and a lot of work. It is important for leaders to acknowledge the challenges of collaboration and support followers in taking meaningful action.

Key Practices:

- Foster collaboration: Leaders create a collaborative environment and build trust.

- Strengthen others: Leaders empower others by providing support and resources.

5. Encourage the Heart

Leaders recognize and celebrate the contributions of others. They show appreciation and provide encouragement to foster a positive and motivated work environment. Good leaders recognize what kind of recognition individuals need by observing/ listening and asking. Appreciation include a variety of actions or items such as awards, certificates, public acknowledgment, food or treats, hand written notes, or a sincere thank you.

Key Practices:

- Recognize contributions: Leaders acknowledge and celebrate the achievements of others.
- Show appreciation: Leaders provide encouragement and appreciation to motivate others.

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4.3: Summary and References

Summary

These leadership concepts offer valuable insights into creating transformational relationships and processes to advance individuals, organizations, and communities. Transformational leadership focuses on inspiring and motivating followers to achieve extraordinary outcomes through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Kouzes and Posner's Leadership Challenge provides a framework for effective leadership based on five key practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. By integrating these theories, leaders can develop a holistic approach to leadership that is responsive to the challenges of the modern world, driving positive change and innovation.

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5: RELATIONAL THEORIES- POWER AND INFLUENCE



Learning Objectives

After completing this reading, you should be able to:

- Understand the concept of Leader-Member Exchange (LMX) and its impact on organizational effectiveness.
- Identify the key sources and types of power in leadership.
- Recognize various influence tactics and their application in leadership contexts.

Introduction

In today's complex and dynamic organizational environments, effective leadership requires the ability to build strong relationships, leverage power, and employ influence tactics to achieve goals. This reading explores three critical aspects of leadership: Leader-Member Exchange (LMX), sources and types of power, and influence tactics. These concepts provide valuable insights into creating healthy, effective, and resilient organizations.

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5.1: Leader-Member Exchange (LMX)

5.2: Sources and Types of Power

5.3: Influence Tactics

5.4: Summary and References

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5.1: Leader-Member Exchange (LMX)

Leader-Member Exchange (LMX)

The Leader-Member Exchange (LMX) theory was proposed in its earliest form by researchers Dansereau, Graen, and Haga (1975). The focus of this theory is the relationship between leaders and followers. It posits that leaders develop different types of relationships with each follower, ranging from high-quality exchanges to low-quality exchanges. High-quality LMX relationships are characterized by mutual trust, respect, and obligation, while low-quality LMX relationships are more transactional and less personal.

Key Elements of LMX:

Mutual Trust: High-quality LMX relationships are built on mutual trust between leaders and followers. Trust fosters open communication, collaboration, and commitment. Many studies associated with LMX do not emphasize the vulnerability in trust, but it is believed to be fragile. It is important to note that trust, especially in the leader, is vulnerable and can be damaged. There are many factors that influence trust including fairness and organizational citizenship behaviors. Leaders often make decisions on when to trust followers based on a series of interactions involving observation of members character and performance (Hirvi et al., 2021).

Respect: Respect is a fundamental component of high-quality LMX relationships. It is widely accepted that organizational performance improves when leaders and followers value each other's contributions and treat each other with dignity (Buengeler et al., 2021; Tremblay et al., 2022; Uhl-Bien et al., 2022). This dimension of LMX interactions is correlated to subordinate performance. If the subordinate feels treated with respect and dignity by the leader, they are more likely to perform well, even if they do not particularly like the leader as a person (Ionescu & Iliescu, 2021).

Obligation: High-quality LMX relationships involve a sense of obligation and reciprocity. Leaders and followers feel a mutual responsibility to support and help each other. This socioemotional exchange is characterized by long-term investment by the manager which creates a sense of obligation by the subordinate (Andersen et al., 2020) With some followers there may be a great deal of personal long-term investment on behalf of the leader, with others there may be less. Both of these types of exchange relationships directly impact organizational commitment and performance outcomes.

Personal Connection: High-quality LMX relationships are characterized by a personal connection between leaders and followers. Leaders take an interest in followers' personal and professional development which yields stronger results. Research suggests that followers who have a good social connection with their leaders are more creative and innovative with their work (Khalili, 2018).

In contrast, low-quality LMX behaviors often include limited communication and lack of trust between leaders and followers, resulting in poor relationship quality. Leaders may show favoritism, providing support and resources to only a select few, which can lead to feelings of exclusion among other team members.

Theory to Practice

Case Study: LMX at DuPaul Corporation

DuPaul Corporation faced challenges in employee engagement and performance. The leadership team implemented LMX theory by building high-quality relationships with employees. Leaders fostered mutual trust, respect, and obligation by recognizing employees' contributions, providing support, and encouraging open communication. This approach resulted in increased employee engagement, collaboration, and organizational success.

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5.2: Sources and Types of Power

Sources and Types of Power

Power is the ability to direct others to achieve desired outcomes. In fact, since the industrial revolution, the very essence of the capitalist society in which we live has been founded on the use of power in organizing labor (Dosi et al., 2021). In leadership, power can be derived from various sources and can be categorized into different types. Different types of power are derived from two different but connected sources of power; personal and positional.

Sources of Power

Source	Definition
Personal Power	Derived from a leader's personal characteristics and relationships.
Positional Power	Derived from a leader's formal position within the organization.

Personal power is derived from an individual's unique attributes, such as expertise, skills, and personal charisma. This type of power is crucial for leaders as it enables them to direct others through their knowledge, competence, and the respect they command. Positional power, on the other hand, comes from the authority and responsibilities associated with a leader's role or title within an organization. Both sources of power are important in leadership; personal power fosters trust and loyalty, while positional power provides the structure and authority needed to maintain order and achieve organizational goals. Effective leaders understand how to balance and leverage both types of power to inspire and guide their teams.

Understanding how to leverage each type of power can significantly enhance leadership effectiveness. By recognizing the strengths and limitations of each power type, leaders can strategically apply them to motivate and influence their teams. For instance, legitimate power can establish authority and order, while reward power can incentivize performance and foster a positive work environment. Expert power allows leaders to guide with knowledge and competence, and referent power builds trust and loyalty through strong relationships.

Coercive power, though less desirable, can be used judiciously to enforce rules and maintain discipline. Mastering the use of these power types enables leaders to adapt their approach to various situations, ultimately driving organizational success.

French & Raven's Types of Power

Type of Power	Definition
Legitimate Power	Derived from a leader's formal position or authority within the organization. It is based on the leade
Reward Power	Based on a leader's ability to provide rewards and incentives to followers. Rewards can include pron
Coercive Power	Based on a leader's ability to impose penalties or punishments on followers. It involves the use of th
Expert Power	Derived from a leader's knowledge, skills, and expertise. Followers respect and trust leaders who po
Referent Power	Based on a leader's personal characteristics and relationships. It involves the ability to influence oth

Source: (French & Raven, 1959)

Theory to Practice

Vignette: Leveraging Power at Jones Manufacturing

Jones Manufacturing faced challenges in achieving organizational goals due to ineffective use of power. The leadership team implemented strategies to leverage different sources and types of power. Leaders used legitimate power to establish clear roles and responsibilities, reward power to motivate employees, and expert power to provide guidance and support. They also built

strong relationships to enhance referent and relational power. This approach resulted in improved organizational performance and employee satisfaction.

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5.3: Influence Tactics

Influence Tactics

Influence tactics are strategies used by leaders to persuade and motivate others to achieve desired outcomes, the key differentiation between power and influence is the perception of free will among the target of the influence. Effective leaders use a variety of influence tactics to build support, gain commitment, and drive positive change.

Common Influence Tactics

Rational Persuasion	Using logical arguments and factual evidence to convince others. Leaders present clear and compelling reasons for their decisions.
Inspirational Appeals	Using emotional and motivational language to inspire others. Leaders articulate a compelling vision and encourage followers to embrace it.
Consultation	Seeking input and feedback from others before making decisions. Leaders engage followers in the decision-making process and value their contributions.
Ingratiation	Using flattery and praise to build rapport and gain favor. Leaders show appreciation and acknowledge the contributions of others.
Personal Appeals	Leveraging personal relationships and connections to influence others. Leaders use their personal rapport to gain support.
Exchange	Offering rewards or incentives in return for compliance or support. Leaders provide tangible benefits to motivate others.
Coalition Building	Forming alliances and partnerships to achieve common goals. Leaders collaborate with others to build support and drive change.
Pressure	Using threats or force to achieve compliance. Leaders apply pressure to ensure that others follow their directives.
Legitimating Tactics	Using formal authority and organizational policies to justify decisions and actions. Leaders refer to rules and regulations to gain compliance.

Source: (Yukl & Chavez, 2002; Yukl & Falbe, 1990)

Power and influence are distinct yet both crucial elements in leadership. Power (in the positional sense) refers to the ability of leaders to enforce decisions and control resources, often stemming from their position or authority within an organization. Influence, however, is the capacity to shape others' behaviors and attitudes through persuasion and relationship-building. Effective leaders use influence to inspire and motivate their teams, fostering a sense of autonomy and commitment. Influence is often derived from personal power, such as expertise, skills, and personal charisma, which allows leaders to guide with knowledge and competence. While power can ensure compliance and order, influence nurtures trust and voluntary cooperation, leading to more sustainable and positive outcomes. Understanding and balancing both power and influence allows leaders to guide their teams effectively.

Theory to Practice

Example: Influence Tactics at Dynamic Engineering Corporation

The Dynamic Engineering Corporation faced challenges in gaining employee commitment to a new strategic initiative. The leadership team implemented various influence tactics to build support and drive change. Leaders used rational persuasion to present clear and compelling reasons for the initiative, inspirational appeals to motivate employees, and consultation to seek input and feedback. They also leveraged personal appeals and coalition building to gain support from key stakeholders. This

approach resulted in increased employee commitment and successful implementation of the initiative.

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5.4: Summary and References

Summary

These contemporary leadership theories offer valuable insights into creating healthy, effective, and resilient organizations. Leader-Member Exchange (LMX) theory emphasizes the importance of building high-quality relationships between leaders and followers, characterized by mutual trust, respect, obligation, and personal connection. Understanding the sources and types of power is essential for effective leadership, as power can be derived from legitimate, reward, coercive, expert, referent, positional, personal, and relational sources. Influence is often the best option in leadership because it fosters genuine commitment and voluntary cooperation, leading to more sustainable and positive outcomes. By prioritizing influence, leaders can build strong relationships and trust, which are essential for long-term success. By integrating these theories, leaders can develop a holistic approach to leadership that is responsive to the challenges of the modern world, driving positive change and innovation.

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6: LEADERSHIP PROCESSES- SHARED, DISTRIBUTED, AND TEAM LEADERSHIP



Learning Objectives

After completing this reading, you should be able to:

- Understand the concept of shared leadership and its application in organizational settings.
- Identify the key elements and benefits of distributed leadership.
- Recognize the value of team leadership in fostering collaboration and achieving goals.
- Comprehend the dynamics of small groups and their impact on leadership practices.

Introduction

In a rapidly evolving world, effective leadership requires the ability to manage change, inspire collaboration, and adapt to new challenges; however, some traditional leadership models can fall short in addressing these dynamic needs. This reading explores four contemporary leadership theories: shared leadership (Pearce & Conger, 2003), distributed leadership (Spillane, 2005), team leadership (Heckman & Wagemen, 2005), and small group dynamics (Forsyth, 2018). These theories provide innovative approaches to leading change, fostering collaboration, and navigating complexity.

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6.1: Shared Leadership

6.2: Distributed Leadership

6.3: Team Leadership

6.4: Small Group Dynamics

6.5: Summary and References

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6.1: Shared Leadership

Shared Leadership

Shared leadership relies on “voluntary cooperation and interaction based on the competencies of all stakeholders and a sense of responsibility” (Goksoy, 2016, p. 297). This model emphasizes collaboration, mutual influence, and collective decision-making.

Key Elements of Shared Leadership:

1. **Collective Responsibility**: Leadership is viewed as a shared responsibility among all team members. Each member leverages their unique skills and expertise to achieve common goals.
2. **Mutual Influence**: Shared leadership involves mutual influence, where team members influence each other's actions and decisions. This creates a dynamic and interactive leadership process.
3. **Collaborative Decision-Making**: Decision-making involves all team members. This ensures that diverse perspectives are considered which enhances the quality of decisions.
4. **Empowerment**: Shared leadership empowers team members by giving them autonomy and responsibility. This fosters a sense of ownership and accountability.

Theory to Practice

Case Study: Project Team at TechCorp

A project team at TechCorp is working on developing a new software product. Instead of having a single project manager, leadership roles are shared among team members based on their expertise. The software developers lead technical decisions, the marketing team leads promotional strategies, and the customer support team leads user experience improvements. This shared leadership approach ensures that all aspects of the project are addressed collaboratively, leading to a more innovative and successful product.

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6.2: Distributed Leadership

Distributed Leadership

Distributed leadership is a leadership approach that recognizes leadership as a collective process; collective learning is emphasized and communication and interaction is prominent, (Goksoy, 2016). The tasks are distributed across multiple individuals and levels within an organization. It emphasizes the importance of leadership practices rather than organizational positions or roles.

Key Elements of Distributed Leadership:

1. **Leadership Practices**: Distributed leadership focuses on leadership practices rather than positions. It recognizes that leadership can emerge from various individuals and groups within the organization.
2. **Interdependence**: Leadership is interdependent, with individuals and groups relying on each other's expertise and contributions. This creates a network of leadership practices that supports organizational goals.
3. **Flexibility**: Distributed leadership is flexible, allowing roles to shift based on the needs of the situation. This adaptability enhances the organization's ability to respond nimbly to challenges.
4. **Collaboration**: Collaboration is central to distributed leadership. It involves working together across different levels and functions to achieve common objectives.

Theory to Practice

Vignette: School Leadership Team

A school leadership team adopts a distributed leadership approach to improve student outcomes. Leadership practices are distributed among teachers, administrators, and support staff. Teachers lead curriculum development, administrators manage resources and policies, and support staff coordinate student services. This distributed leadership model ensures that all aspects of the school's operations are addressed collaboratively, leading to improved student performance and a positive school environment.

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6.3: Team Leadership

Team Leadership

Team leadership is a leadership approach that focuses on leading teams to achieve specific goals. It involves guiding, motivating, and coordinating team members to work together effectively.

Key Elements of Team Leadership:

1. **Clear Vision and Goal Orientation**: Team leadership is goal-oriented, with a clear focus on achieving specific objectives. Leaders set goals, monitor progress, and ensure that the team stays on track.
2. **Motivation**: Team leaders motivate team members by providing support, encouragement, and recognition. When team members are properly aligned according to their talent, skills, and abilities, a positive and productive team environment is created.
3. **Coordination**: Team leadership involves coordinating the efforts of team members to ensure that tasks are completed efficiently and effectively. Leaders facilitate communication and collaboration within the team.
4. **Conflict Resolution**: Team leaders address conflicts and challenges within the team. They mediate disputes, provide solutions, and maintain a harmonious team dynamic.

Theory to Practice

Real World Example: Sports Team Leadership

A sports team adopts a team leadership approach to achieve success in their league. The coach sets clear goals for the season, motivates players through training and encouragement, and coordinates strategies during games. The team captains also play crucial leadership roles by fostering teamwork and addressing conflicts among players. This team leadership model ensures that the team works together effectively to achieve their goals.

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6.4: Small Group Dynamics

Small Group Dynamics

Small group dynamics refer to the interactions and behaviors within small groups that impact leadership practices. Understanding these dynamics is essential for effective leadership in small group settings.

Key Elements of Small Group Dynamics:

1. **Group Cohesion**: This refers to the bonds and connections among group members. High cohesion enhances collaboration and trust within the group.
2. **Communication**: Effective communication is critical to facilitate positive group dynamics. It involves open, honest, and respectful dialogue among group members.
3. **Roles and Norms**: The roles and norms within a group influence members' behaviors and interactions. Clear roles and established norms provide structure and guide group activities.
4. **Decision-Making**: Decision-making processes within small groups impact leadership practices. Collaborative decision-making ensures that all members have a voice which contributes to better outcomes.
5. **Conflict Management**: Managing conflicts within small groups is essential for maintaining a positive dynamic. Leaders must address conflicts constructively and timely.

Theory to Practice

Example: Small Group Project in a University Course

A small group project in a university course provides an example of small group dynamics. The group consists of five students working on a research project. They establish clear roles, with each member responsible for different aspects of the project.

Regular meetings and open communication ensure that everyone is on the same page. When conflicts arise, the group addresses them through respectful dialogue and collaborative problem-solving. This understanding of small group dynamics enhances the group's ability to work together effectively and achieve their project goals.

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6.5: Summary and References

Summary

Shared leadership emphasizes collective responsibility and mutual influence, enhancing collaboration and decision-making. Distributed leadership focuses on leadership practices and interdependence, allowing leadership to emerge from various individuals and groups. Team leadership is goal-oriented and involves motivating, coordinating, and resolving conflicts within teams. Small group dynamics highlight the importance of cohesion, communication, roles, norms, decision-making, and conflict management in small group settings. By integrating these theories, leaders can develop holistic approaches to leadership that is responsive to the challenges of modern organizations.

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7: LEADERSHIP PROCESSES- LEADERSHIP IN DIVERSE ORGANIZATIONS



Learning Objectives

After completing this reading, you should be able to:

- Identify and understand key dimensions of diversity.
- Recognize the importance of fostering diversity and inclusion in leadership practices.
- Understand the concept of inclusive leadership and its impact on communities and organizations.

Introduction

The interconnectedness of a diverse world demands effective leadership. A deep understanding of diversity, i.e., the coexistence of human differences (Ayoko & Fugimoto, 2024), is essential for creating equitable and thriving communities and organizations. This reading explores two aspects of leadership within communities and organizations: the dimensions of diversity based on the framework (Gardenswartz & Rowe, 2003) and inclusivity. These concepts provide insights into leading empathy and open-mindedness.

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7.1: Dimensions of Diversity

7.2: Inclusive Leadership

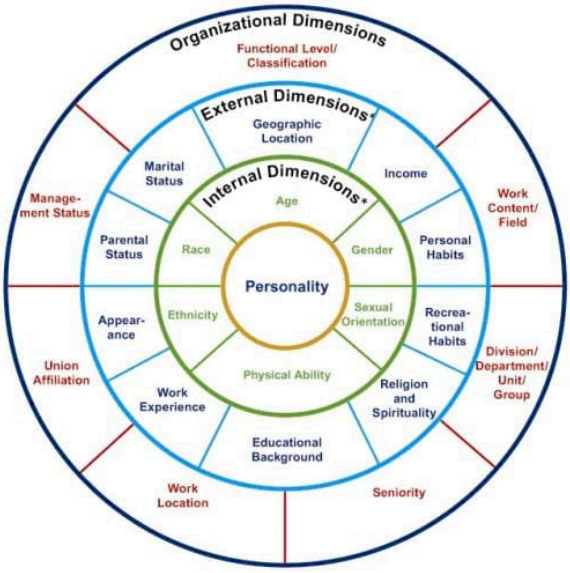
7.3: Summary and References

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7.1: Dimensions of Diversity

Dimensions of Diversity

The framework (see Figure 1) of Gardenswartz and Rowe (2003) highlights the four layers, i.e., dimensions, of diversity that comprise an individual's personality and influences their values, beliefs, experiences, and interactions with others. Understanding these dimensions is essential for fostering inclusive environments that embrace the unique needs of diverse individuals.



Personality is at the center of the framework and includes an individual's likes, dislikes, values, and beliefs. Personality is shaped early in life and influences the other three layers throughout one's lifetime. The second layer are internal dimensions and are aspects of diversity over which people have no control. These dimensions are often the primary factors in how individuals are perceived by others.

1. **Age**
2. **Race and Ethnicity**
3. **Sex and Gender**: Sex is a biological whereas gender is a social construct that encompasses a variety of identities and expressions.
4. **Sexual Orientation**: Sexual orientation refers to individuals' sexual preferences and identities.
5. **Physical and Mental Abilities**
6. **Religion and Belief Systems**: Religion and belief systems refer to individuals' spiritual and religious affiliations.

The external dimensions of the third layer can change over time and include:

1. **Educational level**
2. **Socioeconomic Status**
3. **Geographic Location**
4. **Marital and Family Status**
5. **Work Experiences:** Professional background and career paths.
6. **Military Experience**

The outermost layer includes aspects of organizations such as management structures, work content, divisions, departments, seniority, work location, union affiliation, and functional levels.

Theory to Practice

Vignette: Embracing Diversity at Marsh Community Center

Marsh Community Center implemented the dimensions of diversity framework to create an inclusive environment for community members because they recognized the importance of addressing primary and secondary dimensions of diversity.

Leaders engaged in diversity training, created inclusive policies, and actively involved diverse community members in decision-making processes. This approach resulted in a more inclusive and supportive community center that valued and celebrated diversity.

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7.2: Inclusive Leadership

Inclusive Leadership

Inclusive leadership is a practice that values and leverages diversity, fosters a sense of belongingness, and ensures that all individuals feel respected, valued, and are empowered to contribute. Inclusive leaders actively seek to understand and address the unique needs and perspectives of diverse individuals and communities (Bourke & Titus, 2020; Korkman et al., 2022; Roberson & Perry, 2021; Zheng et al., 2023).

Key Elements of Inclusive Leadership:

1. **Awareness and Understanding**: Inclusive leaders are aware of their own biases and actively seek to understand the diverse backgrounds, experiences, and perspectives of others. They engage in continuous learning and self-reflection to enhance their cultural competence.
2. **Empathy and Compassion**: Inclusive leaders demonstrate empathy and compassion towards others. They listen actively, show genuine concern for the well-being of individuals, and create a supportive and caring environment.
3. **Equity and Fairness**: Inclusive leaders prioritize equity and fairness in their actions and decisions. They ensure that all individuals have equal access to opportunities, resources, and support, and address systemic barriers that may hinder inclusion.
4. **Collaboration and Participation**: Inclusive leaders foster collaboration and encourage active participation from all individuals. They create spaces where diverse voices are heard, valued, and integrated into decision-making processes.
5. **Advocacy and Allyship**: Inclusive leaders advocate for diversity and inclusion within their organizations and communities. They act as allies to marginalized groups and challenge discriminatory practices.

Theory to Practice

Case Study: Inclusive Leadership at Rolling Hills Community Organization

Rolling Hills Community Organization faced challenges in engaging and supporting diverse community members. The leadership team implemented inclusive leadership principles by enhancing awareness and understanding of diversity, demonstrating empathy and compassion, prioritizing equity and fairness, fostering collaboration and participation, and advocating for inclusive policies. Leaders engaged in cultural competence training, created inclusive spaces for dialogue, and actively involved community members in decision-making processes. This approach resulted in increased community engagement.

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7.3: Summary and References

Summary

Inclusive leadership emphasizes the importance of awareness, empathy, equity, collaboration, and advocacy in fostering an inclusive environment (Bourke & Titus, 2020; Korkman et al., 2022; Roberson & Perry, 2021; Zheng et al., 2023). The dimensions of diversity framework (Gardenswartz & Rowe, 2003) identifies primary and secondary dimensions of diversity that influence individuals' experiences and interactions. By embracing diversity and engaging in inclusive practices, leaders can develop a holistic approach to leadership that is responsive to the diverse needs of communities, driving positive change and fostering a sense of belonging and inclusion.

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8: LEADERSHIP PROCESSES- ORGANIZATIONAL CULTURE



Learning Objectives

After completing this reading, you should be able to:

- Understand the concept of organizational culture and its impact on leadership and organizational effectiveness.
- Identify the key elements and benefits of effective organizational visioning and communication.
- Recognize the characteristics and consequences of toxic leadership and strategies to mitigate its effects.

Introduction

Effective leadership in dynamic organizational environments requires a deep understanding of organizational culture, visioning and communication. Additionally, leaders must be aware of the potential for toxic leadership and its detrimental effects on organizations. This reading explores organizational culture, visioning, and communication, along with toxic leadership. These concepts provide valuable insights into creating healthy, effective, and resilient organizations.

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8.1: Organizational Culture

8.2: Organizational Communication and Visioning

8.3: Toxic Leadership

8.4: Summary and References

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8.1: Organizational Culture

Organizational Culture

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and interactions of members within an organization (Bogale & Debela, 2024; Schein & Schein, 2016; Rai, 2024). An organization's culture is a powerful force that influences how work is done, how decisions are made, and how members interact with each other and with external stakeholders.

Key Elements of Organizational Culture:

1. **Values and Beliefs**: The core values and beliefs of an organization define what is important and guide the behavior of members. Values and beliefs are often articulated in mission and vision statements, codes of conduct, and organizational policies.
2. **Norms and Practices**: Norms are the shared understandings or rules that shape operations and interactions. They provide the framework for behavioral interactions, communication styles, work processes, etc.
3. **Symbols and Artifacts**: These are the tangible representations of an organization's culture, values, and identity. Symbols and artifacts include logos and branding (including colors), dress codes, design of spaces, and dress codes.
4. **Stories and Rituals**: Stories and rituals reinforce organizational culture by celebrating successes, commemorating important events, and transmitting cultural values to new members. This can also include recognitions, celebrations, and team building exercises.
5. **Leadership and Management**: Leaders and managers, while not the same, are vital in shaping and sustaining organizational culture. Their actions, decisions, and communication styles set the tone for the organization's culture.

Theory to Practice

Case Study: PixelWatt Studio's Organizational Culture

PixelWatt Studio is renowned for its innovative and inclusive organizational culture. The company values creativity, collaboration, and continuous learning. These values are reflected in its open office layouts, flexible work arrangements, and emphasis on employee well-being. PixelWatt's leaders actively promote a culture of innovation by encouraging risk-taking and supporting new ideas. The company's rituals, such as weekly all-hands meetings and hackathons, reinforce its cultural values and foster a sense of community among employees.

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8.2: Organizational Communication and Visioning

Organizational Communication and Visioning

Organizational visioning and communication are critical components of effective leadership. Visioning is a strategic process that involves defining the future direction and aspirations of an organization. Organizational communication is the process through which information, ideas, and messages are exchanged within an organization. Effective communication is vital for the smooth functioning and success of any organization.

Key Elements of Visioning:

1. **Creating a Compelling Vision**: A compelling vision provides a clear and inspiring picture of an organization's future. It motivates and guides employees towards achieving common goals.
2. **Aligning Vision with Values**: The vision must align with the organization's core values and culture. This ensures that the vision is authentic and resonates with employees.
3. **Communicating the Vision**: Leaders must effectively communicate the vision to all members of the organization. This involves using various communication channels and methods to ensure that the vision is understood and embraced.
4. **Implementing the Vision**: Visioning is not just about creating a vision but also about implementing it. Leaders must develop strategies, set goals, and allocate resources to turn the vision into reality.

Key Elements of Organizational Communication:

1. **Clarity and Consistency**: Effective communication is clear, concise, and consistent. Leaders must ensure that their messages are easily understood and aligned with the organization's goals and values.
2. **Channels and Methods**: Communication can occur through formal channels (e.g., meetings, emails, and reports), or informally (e.g., casual conversation or social media). Leaders must choose the appropriate channels and methods depending on the purpose of the communication.
3. **Feedback and Listening**: Effective communication is a two-way process that involves giving and receiving feedback. Leaders must actively listen to employees' concerns, ideas, and feedback to foster a culture of open communication.
4. **Transparency and Trust**: Transparent communication builds trust and credibility. Leaders must be honest and open about organizational challenges, decisions, and changes.

Theory to Practice

Vignette: Visioning at SpiceBloom Kitchen

SpiceBloom Kitchen's visioning process is a vibrant blend of creativity and social responsibility. Imagine cofounders, Ben Miller and Jerry Williams, sitting in their Vermont office in 1978 brainstorming ideas for new ways to prepare food. Their visioning wasn't just about taste; it was about making a positive impact. They envisioned flavors that not only delight customers but also support fair trade, environmental sustainability, and social justice. Their visioning translates into practice when their team collaborates with suppliers to source ethical ingredients thus, ensuring that every meal served reflects their commitment to a better world. This approach exemplifies how visionary thinking can drive practical, impactful actions.

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8.3: Toxic Leadership

Toxic Leadership

Toxic leadership refers to leadership behaviors that are harmful to employees and the organization. Toxic leaders create a negative work environment, undermine employee well-being, and hinder organizational performance (Akinyele & Chen, 2024; Lipmen-Blumen, 2006).

Characteristics of Toxic Leadership:

1. **Abusive Behavior**: Toxic leaders engage in abusive behavior, such as bullying, intimidation, and verbal abuse. This creates a hostile work environment and negatively impacts employee morale and mental health.
2. **Manipulation and Deception**: Toxic leaders use manipulation and deception to achieve their goals. They may withhold information, spread falsehoods, and manipulate employees to maintain control.
3. **Narcissism and Self-Centeredness**: Toxic leaders are often narcissistic and self-centered. They prioritize their own interests and ego over the well-being of employees and the organization.
4. **Lack of Accountability**: Toxic leaders avoid accountability and blame others for their mistakes. This erodes trust and undermines the organization's culture of accountability.

Consequences of Toxic Leadership:

1. **Employee Turnover**: Toxic leadership leads to high employee turnover as people seek to escape the negative work environment.
2. **Decreased Productivity**: The stress and demotivation caused by toxic leadership results in decreased productivity and performance.
3. **Damage to Organizational Reputation**: Toxic leadership can damage an organization's reputation, making it difficult to attract or retain talent.
4. **Legal and Financial Risks**: Toxic leadership can lead to legal and financial risks, such as lawsuits and financial losses due to decreased productivity and high turnover.

Strategies to Mitigate Toxic Leadership:

1. **Promoting Ethical Leadership**: Organizations must promote ethical leadership by setting clear expectations for behavior and holding leaders accountable for their actions.
2. **Providing Training and Development**: Training and development programs can help leaders develop the skills and behaviors necessary to create a positive work environment.
3. **Encouraging Open Communication**: Encouraging open communication and providing channels for employees to report concerns can help identify and address toxic leadership behaviors.
4. **Fostering a Positive Organizational Culture**: A positive organizational culture that values respect, collaboration, and well-being can help mitigate the effects of toxic leadership.

Theory to Practice

Example: Addressing Toxic Leadership at Echo Stitch Co.

Echo Stitch Co. faced significant challenges due to toxic leadership behaviors among its senior management team. The company implemented a comprehensive strategy to address these issues, including promoting ethical leadership, providing training and development programs, and encouraging open communication. Echo Stitch also worked to foster a positive organizational culture by emphasizing respect, collaboration, and employee well-being. These efforts resulted in improved employee morale, reduced turnover, and enhanced organizational performance.

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8.4: Summary and References

Summary

These contemporary leadership theories offer valuable insights into creating healthy, effective, and resilient organizations. Organizational culture shapes the behavior and interactions of members within the organization, influencing how work is done and how decisions are made, etc. Organizational visioning and communication are critical components of effective leadership which involves creating and articulating a compelling vision for the future and exchanging information and ideas. Toxic leadership, characterized by abusive behavior, manipulation, narcissism, and lack of accountability, has detrimental effects on employees and organizations. By promoting ethical leadership, providing training and development, encouraging open communication, and fostering a positive organizational culture, leaders can mitigate the effects of toxic leadership.

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9: LEADERSHIP SYSTEMS- LEADERSHIP IN SYSTEMS



Learning Objectives

After completing this reading, you should be able to:

- Understand the role of Complexity Leadership Theory in navigating complex adaptive systems.
- Identify the key elements and benefits of Network Leadership.
- Recognize the value of Boundary Spanning Leadership in diverse and interconnected systems.
- Understand how Collective Leadership differs from leader-centric perspectives of leadership.

Introduction

In today's rapidly changing and interconnected world, traditional leadership models often fall short in addressing the complexities and dynamics of modern organizations and communities. To navigate these challenges, contemporary leadership theories offer innovative approaches that emphasize adaptability, collaboration, and shared responsibility. This reading explores four such leadership concepts: Complexity Leadership Theory, Network Leadership, Boundary Spanning Leadership, and Collective Leadership. They are not necessarily four distinct theories but rather four perspectives of a similar idea—leadership is the property of the system.

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9.1: Complexity Leadership Theory

9.2: Network Leadership

9.3: Boundary Spanning Leadership

9.4: Collective Leadership

9.5: Summary and References

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9.1: Complexity Leadership Theory

Complexity Leadership Theory

Complexity Leadership Theory (CLT) emerges from the understanding that leadership operates within complex adaptive systems. Originating as a unit of analysis from complexity science, these systems are characterized by interconnected and interdependent parts that continuously interact and evolve. Complex adaptive systems are naturally occurring neural-like networks that are dynamic, adaptive, and innovative (Uhl-Bien et al., 2007).

CLT recognizes that leadership occurs within these complex adaptive systems, which contrasts with the simplified focus on the leader-follower relationship and purely hierarchical views of systems. A premise of CLT is that systems are not “an antecedent, mediator, or moderator variable” in leadership, but rather the “ambiance that spawns a given system’s dynamic personal” (Uhl-Bein et al., 2007, p. 299). Rather, leadership is socially constructed within a complex context that cannot be detached from the practice or study of leadership.

At the heart of CLT is the concept of emergence, where leadership arises from the interactions and relationships within the system rather than from a single individual. Adaptive leadership plays a crucial role in this context, as it involves creative problem-solving, learning, and adapting to new realities. Leaders in complex environments must facilitate conditions that enable emergence and adaptability.

CLT recognizes the important role of bureaucratic (administrative leadership) in relationship to emergent (adaptive leadership) through a process of “entanglement” within the system. Administrative leadership complements adaptive leadership by managing and controlling organizational structures and processes. It ensures stability and efficiency while allowing space for innovation. Enabling leadership acts as a bridge between adaptive and administrative leadership, creating an environment that fosters collaboration and emergent solutions.

Theory to Practice

Case Study: InnovateX's Product Development

InnovateX is working on a new product that could revolutionize the market. The project team consists of members from various departments, including R&D, marketing, and customer support. Instead of following a strict hierarchy, the team operates as a complex adaptive system. Team members continuously interact, share knowledge, and adapt to new information. During the development process, an unexpected challenge arises: a key component is no longer available due to supply chain issues. The team quickly adapts by brainstorming alternative solutions. Adaptive leadership emerges as different team members take the lead in their areas of expertise. Administrative leadership ensures that the project stays on track by managing timelines and resources. Enabling leadership fosters an environment where team members feel empowered to innovate and collaborate.

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9.2: Network Leadership

Network Leadership

Another key shift in leadership theory is moving from a focus on organizations as frameworks to networks. A network is “a set of nodes and the relations among these nodes” (Schreiber & Carley, p. 295). Networks may reside within organizations, across organizations, or across communities and society. A networks “crisscross” teams, departments, organizations, etc. Networks can be formal or informal.

Network leadership is not necessarily a new leadership theory, but rather a lens in which to view leadership context and processes (Cullen et al., 2014). This lens of leadership includes a focus on leadership networks (i.e., the network in which leadership operates) or network leadership (i.e., the way leadership is operating within a network). Therefore, enhancing network leadership might include multiple approaches such as developing an individual’s capacity to lead within a network, strengthening ties between and among network nodes, and building the capacity of networks to leverage their collective strength (Cullen-Lester et al., 2017).

Leaders build networks by creating partnerships, forming professional relationships, and facilitating group engagement. Managing these networks involves overseeing membership, resources, activities, and engagement. Network leadership values diversity, equity, inclusion, community sensitivity, relationship focus, and adaptability. It is particularly relevant in contexts where collaboration across sectors, organizations, and communities is essential for achieving social impact and organizational success. By leveraging networks, leaders can access a broader range of resources, knowledge, and support.

Theory to Practice

Vignette: Healthy Together

Imagine a community health initiative called "Healthy Together." The initiative aims to improve public health outcomes by connecting various stakeholders, including local hospitals, non-profits, schools, and government agencies. Sarah, the project coordinator, focuses on building and maintaining these connections. She organizes regular meetings, encourages open communication, and ensures that all parties are working towards common goals. By leveraging the strengths of each organization, Sarah helps create a robust network that can address complex health issues more effectively.

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9.3: Boundary Spanning Leadership

Boundary Spanning Leadership

When viewing leadership as a process that occurs across complex systems and networks, it becomes clear that leadership transcends boundaries. The Center for Creative Leadership (2022) names five types of boundaries that effective leaders collaborate across:

- Horizontal: between functions of the organization (expertise, departments, peers)
- Vertical: between hierarchical levels of the organization (rank, class, seniority, authority, power)
- Stakeholder: with external groups (customers, partners, constituencies, value chain, communities)
- Demographic: with various groups (gender, generation, nationality, personality)
- Geographic: across localities (regions, markets, distances). (p. 3)

Chrobot-Mason and Aramovich (2021) explain that effective boundary-spanning leaders identify where boundaries exist and help members understand the similarities differences and across the boundaries. For example, organizations hold visions, missions, values, and cultural practices. When organizations work together, taking time to identify and understand common ground and key differences can help individuals navigate the boundary.

The art of boundary spanning (Williams, 20002) also includes the ability to network across boundaries, build sustainable relationships, and manage complexity and interdependency. Key skills include communicating, active listening, and trust-building. Trust is “a kind of currency or lubricant” that “underpin[s] effective relationships at an individual and organizational level” (Williams, 2002, p. 116). Lastly, boundary spanners must also be able to understand the various roles and responsibilities that operate within the system. These practices are essential for organizations operating in global markets, managing cross-functional teams, and engaging with diverse stakeholders. By effectively spanning boundaries, leaders can harness the collective potential of their organizations and drive innovation.

Theory to Practice

Real World Example: The United Nations (UN)

The United Nations is a prime example of boundary-spanning leadership. It operates across geographic boundaries, bringing together member states from around the world to address global issues. The UN also spans stakeholder boundaries by collaborating with governments, non-governmental organizations (NGOs), and the private sector. Within the organization, leaders navigate vertical boundaries by involving representatives from different levels of government and civil society. By effectively spanning these boundaries, the UN fosters international cooperation and works towards global peace and development.

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9.4: Collective Leadership

Collective Leadership

At the broadest level, collective leadership is contrasted with leader-centric perspectives of leadership. The collective leadership perspective "implicates all members of a group rather than one or even several individual members" (Ospina & Foldy, 2016, p. 1). In other words, leadership is not the property of the leader but rather it is a social process that empowers the most knowledgeable individuals/stakeholders to lead change. This approach fosters a collaborative environment where diverse perspectives are valued. Consensus building is a key component, as it engages participants of leadership in collaborative decision-making and conflict resolution.

Although the collective leadership approach is still emerging in the field of leadership studies, the practice has long been employed in Indigenous communities, social movements, and other community-based change efforts (Spiller et al., 2019). The impetus for collective leadership is mostly aligned with complex, social issues that cross numerous boundaries rather than the organizational challenges that have dominated leadership theory.

In this approach to leadership, the tripod of historical entities of leadership though (leaders, followers, shared vision) are limited and less relevant. Drath et al. (2008), therefore, propose a new tripod for focusing leadership practice and theory:

1. Direction: widespread agreement in a collective on overall goals, aims, and mission;
2. Alignment: the organization and coordination of knowledge and work in a collective; and
3. Commitment: the willingness of members of a collective to subsume their own interests and benefit within the collective interest and benefit. (p. 636)

Unlike earlier theories in the field, collective leadership resists a clear set of dimensions/characteristics/skills. Instead, it serves more as a "theoretical umbrella" (Ospina et al., 2020, p. 442) that is in conversation with other related theories such as shared, distributed, network, relational leadership. Collective leadership can be a lens in which to view approaches to leadership that are distinct from hierarchical and leader-centric approaches. However, collective leadership is particularly effective in environments that require diverse expertise for collaborative problem-solving. Practices like identifying roles and responsibilities, taking joint ownership of challenges, leveraging collective intelligence, fostering trust and accountability across boundaries, and systems thinking support the enactment of collective leadership.

Theory to Practice

Reflection Questions: Practicing Collective Leadership

1. How does collective leadership differ from traditional, leader-centric approaches?
2. What are the benefits of involving all members of a group in the leadership process?
3. How can consensus building be effectively facilitated in a collective leadership model?
4. What challenges might arise in a collective leadership environment, and how can they be addressed?

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9.5: Summary and References

Summary

These contemporary leadership theories offer complementary perspectives on navigating complexity and fostering collaboration. Complexity Leadership Theory provides a framework for understanding the dynamic and emergent nature of leadership in complex systems. Boundary Spanning Leadership emphasizes the importance of crossing boundaries to achieve alignment and innovation. Network Leadership highlights the value of informal networks and relationships in achieving organizational goals. Collective Leadership promotes shared power and responsibility, fostering a collaborative and adaptive environment. By integrating these theories, leaders can develop a holistic approach to leadership that is responsive to the challenges of the modern world. They can create environments that encourage innovation, collaboration, and shared responsibility, ultimately driving organizational success in an interconnected and dynamic landscape.

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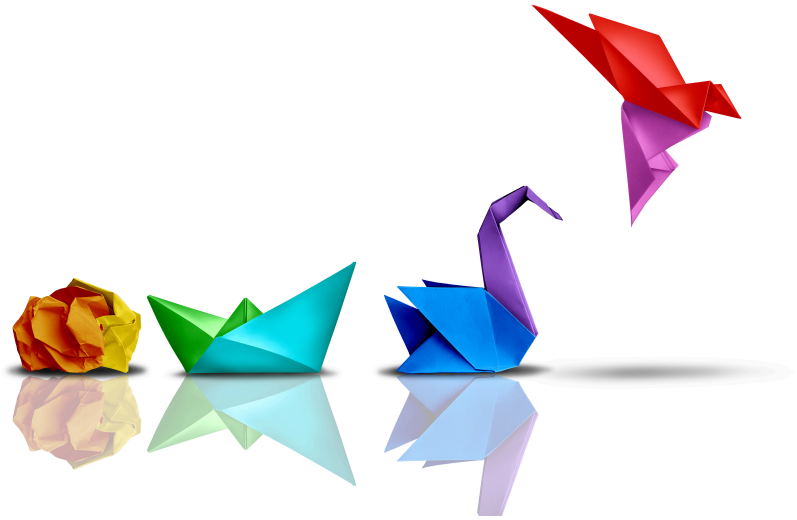
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10: LEADERSHIP SYSTEMS- LEADERSHIP AND CHANGE



Learning Objectives

After completing this reading, you should be able to:

- Understand Lewin's Model of Change and its application in organizational settings.
- Identify the key assumptions and values of the Social Change Model of Leadership.
- Recognize the value of Adaptive Leadership in navigating complex and dynamic environments.

Introduction

In today's rapidly evolving world, effective leadership requires the ability to manage change and adaptation, inspire social transformation, and navigate complex challenges and change over time. Traditional leadership models often fall short in addressing these dynamic needs. This reading explores three contemporary leadership theories: Lewin's Model of Change, the Social Change Model of Leadership, and Adaptive Leadership. These theories provide innovative approaches to leading change, fostering social impact, and navigating complexity.

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10.1: Lewin's Model of Change

10.2: Social Change Model of Leadership Development

10.3: Adaptive Leadership

10.4: Summary and References

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10.1: Lewin's Model of Change

Lewin's Model of Change

Kurt Lewin, a leading psychologist in the 1940s, provided key insights to the process of change in social systems. Lewin's Model of Change is rooted in Lewin's work (1951) and has been refined and described in more modern-day terms by other scholars (e.g., Burnes, 2019). Lewin's Model of Change includes three stages: unfreezing, moving, and freezing.

1. **Unfreezing**: This stage involves preparing the organization for change by challenging the existing status quo. It requires a process of reeducation to create awareness of the need for change and overcoming resistance. Leaders must communicate the reasons for change and build a sense of urgency.
2. **Moving**: In this stage, also referred to as change, the actual transition occurs. Change happens with the forces of change become greater than the resistance of change (Burnes, 2019). New behaviors, processes, and ways of thinking are implemented. Leaders play a crucial role in guiding and supporting employees through the change process, providing training, resources, and encouragement.
3. **Refreezing**: The final stage involves solidifying the new state. It requires reinforcing and stabilizing the changes to ensure they are sustained over time. Leaders must embed the new practices into the organizational culture and monitor progress to prevent regression. This stage brings permanence to the new situation (Burnes, 2019). This requires changing norms and routines so change behavior becomes habit.

Some have criticized this theory for being too simple, but its simplicity is part of its appeal. Often, we try to begin with moving or change without fully embracing the steps that precede and follow change work.

Theory to Practice

Case Study: Changing Majors

Jordan entered college as a biology pre-med major. It seemed like choosing this major made her parents happy. However, after a semester in science courses, she realized she is feeling unmotivated to go to class.

- Unfreezing: By talking with a close friend, Jordan realized her lack of motivation is stemming from her dislike of science. She feels more passionate about working with people. She realizes she doesn't want to go to med school and wants to change her major.
- Moving/Change: Jordan participates in some programs offered by Career Services and talks to her leadership professor. She decides to change her major to leadership, completes all the paperwork, and enrolls for the next semester.
- Refreezing: In the new semester, she starts new classes, meets new professors, and creates new friendships. Jordan also shares what she's learning with her parents, so they feel more comfortable with her choice.

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10.2: Social Change Model of Leadership Development

Social Change Model of Leadership Development

The Social Change Model of Leadership Development (SCM) is a framework that demonstrates how individuals and groups can enact positive social change through purposeful, collaborative, and values-based leadership. Developed by the Higher Education Research Institute in 1996, the model is widely used in higher education to guide the development of college students into socially responsible leaders. Revolutionary at the time of its creation, this model articulated some key assumptions about leadership that emphasized collaboration and the process-based nature of leadership in contrast to the dominant focus of organizational leadership and positional/hierarchical perspectives.

The Key Assumptions of the SCM:

- Leadership as a Process: Leadership is viewed as a collaborative and inclusive process rather than a position.
- Values-Based Leadership: Leadership is grounded in values such as equity, social justice, service, personal empowerment, and citizenship.
- Collaboration: Effective leadership involves working together to achieve common goals and create positive change.
- Change-oriented: Leadership is about creating positive change for others.
- Non-positional: Leadership development is for everyone, not just those holding positions.

The Model's Components

The model is built around three categories of values: individual, group, and society. The model includes 7 values organized into the three categories. These are referred to the "7 C's" of leadership:

Individual Values

1. Consciousness of Self: Being aware of the beliefs, values, attitudes, and emotions that motivate one to take action.

2. Congruence: Acting consistently with one's values and beliefs.

3. Commitment: Demonstrating passion, intensity, and duration in one's efforts.

Group Values

4. Collaboration: Working with others in a group process that transcends individual goals.

5. Common Purpose: Sharing aims and values to work towards collective goals.

6. Controversy with Civility: Engaging in respectful dialogue and managing conflict constructively.

Societal/Community Values

7. Citizenship: Acting responsibly with the community in mind, contributing to the welfare of society.

Theory to Practice

Reflection Questions: Social Change Model

1. How do your personal values align with the seven values within the social change model, and how can you use this alignment to inspire and lead other sin creating positive social change?

2. In what ways have you collaborated with others to achieve a common purpose, and how did this collaboration contribute to the success of a project or initiative?
3. How do you handle controversy or conflict within a group, and what strategies can you use to endure that discussions remain respectful and productive?

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10.3: Adaptive Leadership

Adaptive Leadership

Adaptive Leadership, introduced by Ronald Heifetz and colleagues (Heifetz, 1994, Heifetz et al., 2009), is a more complex framework for leading change. The framework is based on the idea that there are two types of problems we face every day: technical and adaptive. Technical problems can be solved by applying authoritative expertise as opposed to adaptive problems that require a shift in beliefs, values and attitudes.

Adaptive challenges are similar to wicked problems or intractable problems. The problem itself, and the root of the problem, are unclear and require learning—unlike technical challenges that have clear problems and solutions. For example, a technical challenge might be having a burst pipe in your home. It's still a big and urgent problem, but you can see the water coming out of the pipe or leaking down from the ceiling and know it needs to be patched or replaced. Examples of adaptive challenges include poverty, access to education, climate change, and racism.

In technical challenges, experts or those in authority are the best people to fix the problem. Plumbers are trained to fix and replace broken pipes and would be great experts to fix your problem. In fact, the more that plumber does their work, the better and more efficient they become at the work. In adaptive challenges, the best people to work toward understanding the problem and creating a solution are people who have a stake in the problem. In this respect, exercising leadership is about mobilizing holders of the problem to face their adaptive challenges and make progress. If a community wants to end homelessness, it's important to collaborate with people experiencing homelessness, social service agencies who work with the populations, and other citizens who care. The type of work these stakeholders do requires experimentation to see what makes progress. Adaptive leadership includes making small adaptations over time that shift behaviors and mindsets. Homelessness requires understanding what beyond a home is needed such as mental health care, job opportunities, or childcare. Adaptive leadership can be exercised with or without authority.

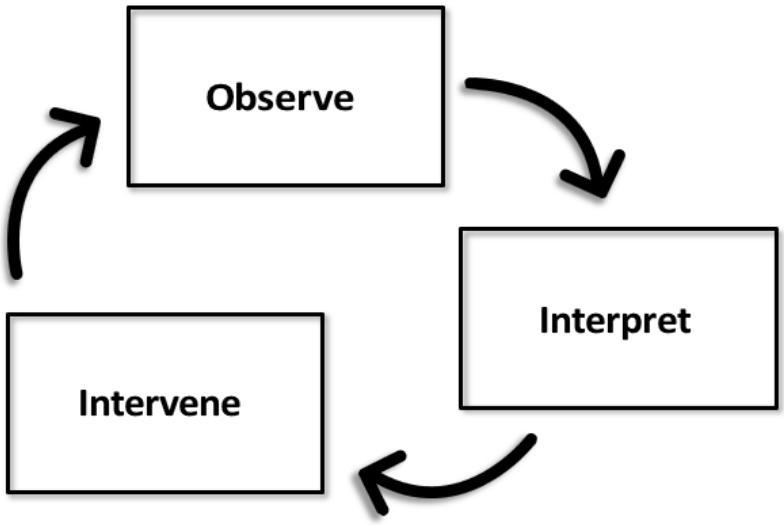
	Problem/Solution	Locus of Work	Type of Work
Technical	Clear	Expert	Repeat working solution
Both	⇕	⇕	⇕
Adaptive	Unclear	Stakeholders	Experimentation

Source: adapted from Heifetz et al., 2009

The Adaptive Leadership Cycle

Since adaptive challenges require experimentation, progress is iterative. The adaptive leadership cycle includes three primary stages:

Adaptive Leadership Process



Source: adapted from Heifetz et al., 2009

1. **Observe:** Step back to gain a broader perspective, often referred to as "getting on the balcony." This helps stakeholders see and name patterns and dynamics within the challenge.
2. **Interpret:** Analyze the observations to understand the underlying issues and challenges. This involves listening carefully and making meaning of the observations. Generating multiple interpretations at this stage can be useful.
3. **Intervene:** Based on the interpretations, stakeholders determine small and skillful interventions to put into action. It's best to make observations about the interventions implemented and continue the cycle.

Theory to Practice

Real World Example: Crisis Response Team

A crisis response team is tasked with managing a tornado relief effort. They first address technical challenges by creating safe shelters for displaced individuals and distributing water and food. Once some of the immediate needs are met, they begin working with residents to help them with the change process such as grieving their losses and setting goals for rebuilding. They include stakeholders such as the residents who lost homes, the mayor, funding agencies, and social service agencies in the state to make progress on the adaptive challenges.

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10.4: Summary and References

Summary

These contemporary leadership theories offer complementary perspectives on managing change and fostering social impact. Lewin's Model of Change provides a structured approach to organizational transformation. The Social Change Model of Leadership emphasizes values-driven leadership for social good. Adaptive Leadership highlights the importance of flexibility and resilience in complex environments. By integrating these theories, leaders can develop a holistic approach to leadership that is responsive to the challenges of the modern world, driving positive change and innovation.

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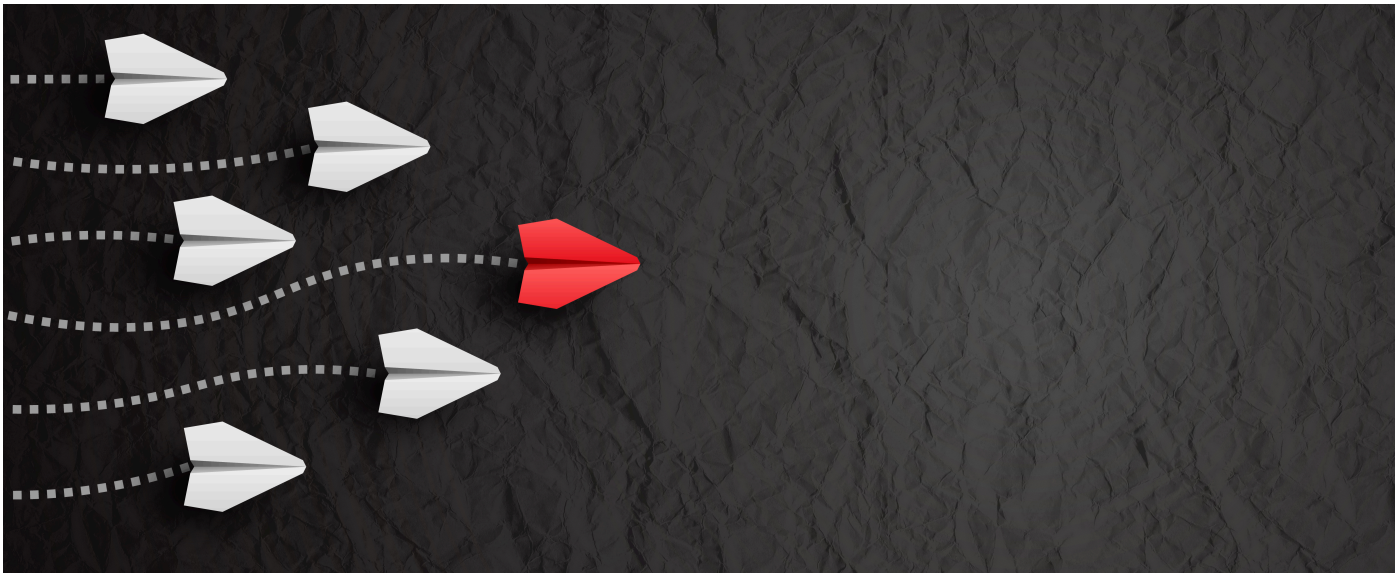
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11: LEADERSHIP SYSTEMS- LEADERSHIP IN PRACTICE



Learning Objectives

After completing this reading, you should be able to:

- Understand the concept of emergence in leadership.
- Identify key elements and benefits of Leadership-As-Practice.
- Understand the meaning of Sociomateriality in leadership.

Introduction

Traditional leadership models that concentrate on individual leaders, their character, behaviors, and actions tend to exclude many other factors involved in the practice of leadership. Recently emerging theories, such as Leadership-as-Practice and Sociomateriality, offer an opportunity to move beyond conventional views of leadership. This reading examines these two approaches, highlighting leadership as an emerging and complex phenomenon, as well as the interactions between human and non-human actors in the leadership process.

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11.1: Leadership-As-Practice (L-A-P)

11.2: Sociomateriality in Leadership

11.3: Summary and References

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11.1: Leadership-As-Practice (L-A-P)

Leadership-As-Practice (L-A-P)

Among the many approaches going beyond the dyadic concept of the leader-follower relationship, Leadership-as-Practice is a recently developed theory emphasizing the complex and emergent nature of leadership. As the name implies, its focus is on the practice of leadership. Self-labeled as a movement, L-A-P places an emphasis on the moral-relational aspects of leadership rather than the rational-objective elements. Simply put, leadership is not viewed as a mechanistic act with the output of its epicenter, rather it is described as a relational process incorporating moral-emotional aspects as leadership unfolds.

L-A-P offers a unique opportunity to capture the complexity of leadership in situ, including its contextual, relational aspects. Instead of describing leadership as the attributable to leaders' actions this theory focuses on the dynamics and process of its enactment; the way leadership as a practice unfolds. Raelin (2020) summarized the essence of leadership-as-practice (L-A-P) as follows: "The underlying belief of the leadership-as-practice (L-A-P) approach is that leadership occurs as a practice rather than reside in the traits or behaviors of individuals" (p. 480).

As Raelin (2011) highlighted, L-A-P perspective's main concern is "where, how, and why leadership work is being organized and accomplished" (p. 196). In the process of leadership as practice, its collective nature is underlined: co-creation, collaboration, and shared engagement is emphasized. This approach to leadership is favorable for those engaging in the work of leadership for reflection, self-evaluation and designing leadership interventions.

Theory to Practice

Case study: Policing the Drumcree demonstrations in Northern Ireland

The religious conflict between Catholics and Protestants in Northern Ireland is prominently illustrated by the annual Drumcree parade, which involves the Protestant Orange Order marching through the predominantly Catholic neighborhood of Garvaghy Road. Over the years, these parades escalated into violent confrontations that became a recurring feature of the Orange Walk. In addition to the lives lost over the decades, Benington & Turbitt (2007) provide a snapshot of the costs of the religious conflict and the Drumcree demonstration in 1998 as follows: "Nonetheless, during the 1998 parade and demonstration over 2,500 public order incidents were recorded. One hundred and forty-four houses were damaged in attacks, 467 vehicles were damaged, 615 attacks were made on members of the security forces, including 24 shooting incidents and 45 blast bombs, 76 police officers were injured, 284 people arrested, 632 petrol bombs thrown, 2250 petrol bombs recovered by the RUC, and 837 plastic baton rounds fired by the RUC" (p. 9).

Despite the continuous attempts to come to a peace agreement, and applying various strategies, including banning the Parade marching down the Catholic neighborhood, the religious conflict remained unresolved. Turbitt – as chief of police – decided to radically shift the static "practices", where the police were seen as the holder of the problem as a peacekeeping force. Emerging leadership included multiple changes in parallel such as:

- A new policing strategy was crucial yet it required an authorizing environment that was critical (both internal and external). That required more listening, a different type of preparation, and a shared language.
- Replacing Heavy Crowd Control Objects were replaced with mini CCO-s
- Since the police were preoccupied with containment and dispersal, they could not use arrests, which maintained the police's static "peace-keeping" role: collecting (video-recorded) evidence in real time made arrests possible even miles away from the demonstration sites.
- Protestants and Catholic Community leaders, police, and all other relevant stakeholders were invited to the table to negotiate about maintaining law and order in the demonstrations. More listening happened as the new strategy was implemented.
- Violent religious demonstrators presented as criminals (public humiliation) mobilized Protestant leaders to close the gap between espoused values and reality and take responsibility for ensuring peaceful demonstrations.

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11.2: Sociomateriality in Leadership

Sociomateriality in Leadership

The last decade of management and organization research has witnessed an increased interest in organizational spaces and the physical spaces of organizations. Sociomateriality is a theoretical framework that examines the intertwined nature of the social and material aspects of organizational life. As Ropo et al. (2013) highlighted this approach pays "particular attention to how material places affect the way leadership is constructed and use the term materiality in leadership to refer to a relational aspect of the leadership phenomenon" (p. 379).

Sociomateriality emphasizes that leadership and organizational practices are co-constructed through the interactions between people, technologies, and physical environments. Leadership is conceptualized as an ongoing socio-material construction to which both social and material aspects of organizing contribute actively. The enactment of leadership always involves engaging with organizational spaces and other material artifacts. Physical spaces can even be argued to be capable of leading people through the senses, feelings, and memories that these spaces embody.

As Sergi (2016) illuminated: "paying more attention to materiality when investigating leadership has benefits for our inquiries into this phenomenon. It leads to a finer understanding of how leadership is produced, as it becomes viewed as an emergent product of human and non-human actors" (p. 127).

Theory to Practice

Example: Remove Work and Digital Leadership

In the context of remote work, sociomateriality can be observed in how digital tools and platforms shape leadership practices. Leaders use video conferencing, collaboration software, and other digital technologies to communicate, coordinate, and motivate their teams. These technologies influence the dynamics of leadership by enabling new forms of interaction and collaboration, while also presenting challenges related to digital fatique and maintaining team cohesion.

Key Aspects of Sociomateriality:

1. **Relational Understanding**: Sociomateriality views leadership as a relational process that emerges from the interactions between social and material elements. This perspective challenges the traditional separation of technology and society, highlighting their inseparability. Leadership is not just about human interactions but also about how these interactions are mediated by material artifacts such as technologies, tools, and physical spaces.
2. **Material Agency**: The framework recognizes that material artifacts (e.g., technologies, tools, physical spaces) play an active role in shaping leadership practices. These artifacts influence how leadership is enacted and experienced within organizations. For example, the design of an office space can facilitate or hinder collaboration, while digital tools can enable or constrain communication and decision-making processes.
3. **Embodied and Performative Process**: Leadership is seen as an embodied and performative process that involves the physical presence and actions of individuals within specific material contexts. This includes how leaders use technology and space to influence organizational outcomes. The physical arrangement of a meeting room, the use of video conferencing tools, and the deployment of collaborative software all shape how leadership is performed and perceived.
4. **Power Relations**: Sociomateriality also considers how power relations are embedded in material arrangements. It examines how technologies and physical spaces can reinforce or challenge existing power dynamics within organizations. For instance, access to certain technologies or spaces can create hierarchies and influence who has the authority to lead and make decisions.
5. **Dynamic Interactions**: Sociomateriality emphasizes the dynamic interactions between social and material elements. These interactions are constantly evolving, and leadership practices must adapt to these changes. For example, the introduction of new technology can alter communication patterns and decision-making processes, requiring leaders to adjust their strategies accordingly.
6. **Contextual Sensitivity**: The framework highlights the importance of understanding the specific context in which leadership

practices occur. Different organizational settings, cultural norms, and technological environments can shape how sociomaterial interactions unfold. Leaders must be attuned to these contextual factors to effectively navigate and leverage sociomaterial dynamics.

Chapter 11 Theory to Practice

A senior university employee in East Central Europe was invited to a professional meeting that appeared to be a preliminary step in the selection process for leading a high-profile 350 million project. The project, funded through a combination of institutional and state resources, was intended to drive innovation and external partnerships. The employee, recognized for his experience and competence, was considered a strong internal candidate. The meeting invitation came under the pretense of a routine stakeholder discussion, ostensibly to align visions and expectations regarding the initiative. The meeting took place at the Ministry of Justice in a formal environment.

However, the nature of the meeting quickly shifted. Rather than focusing on project logistics or strategic planning, the gathering revealed itself as a political screening. Present were the Rector of the university and the State Secretary of the Ministry of Justice—figures of significant institutional and governmental authority. Both officials steered the conversation toward ideological alignment and loyalty, pressing the candidate with questions and implications unrelated to project merit. The discussion created an atmosphere of implicit coercion, suggesting that political conformity might outweigh competence in the selection process.

The incident left the candidate in a professionally and ethically difficult position. While he remained interested in the project's potential impact, the experience raised serious concerns about governance, institutional transparency, and the politicization of leadership roles within public universities.

How does the physical space influence any leadership intervention to change the above-described dynamics?

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11.3: Summary and References

Summary

Leadership practice as an emergent concept offers a dynamic and collaborative approach to leadership that is responsive to the complexities of modern organizations and communities. By emphasizing its relational, moral, emotional and complex nature the practice of leadership provides a powerful framework for navigating change and fostering collective success. L-A-P and Sociomateriality are approaches that both demonstrate the complex nature of leadership when it is exercised.

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S

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