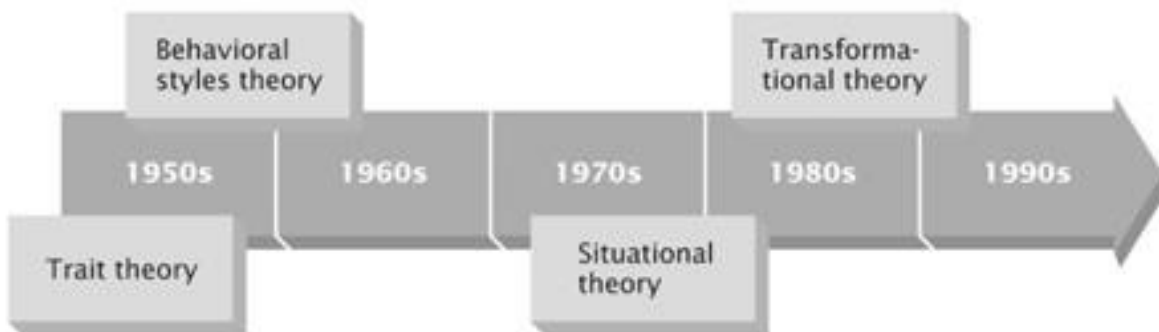


Evolution of Leadership Theory



Overview of Traditional Leadership Theories

- **Dispositional theories**: there are certain attributes which make a great leader.
- **Behavior theories**: great leadership is based on what someone does.
- **Situational (contingency) theories**: interaction between leader and situation is important

Leadership Theory

Leadership as a Person (Traits): theories that consider personality, social. Physical or intellectual traits to different leaders from non leaders. Leadership Traits includes ambition and energy, the desire to lead, honesty and integrity, self-confidence, intelligence and knowledge (Job-relevant)

Leadership as Role (Contingency Theories): A person may be an effective leader in one circumstance but perform poorly in a different circumstance.

Motivation and Leadership

Leader Motive Pattern

- High need for power
- High need for achievement
- Low need for affiliation

Negative leadership traits that prevent individuals from being leaders

- Uninformed
- Non-participative
- Rigid
- Authoritarian
- Offensive

MANAGERS VS LEADERS

- Managers administer, leaders innovate
 - Managers ask how and when, leaders ask what and why
 - Managers focus on systems, leaders focus on people
 - Managers do things right, leaders do the right things
 - Managers maintain, leaders develop
 - Managers rely on control, leaders inspire trust
 - Managers have a short-term perspective, leaders have a longer-term perspective
 - Managers accept the status-quo, leaders challenge the status-quo
 - Managers have an eye on the bottom line, leaders have an eye on the horizon
 - Managers imitate, leaders originate
 - Managers emulate the classic good soldier, leaders are their own person
 - Managers copy, leaders show originality
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