Leadership

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- We raise some of them above others in ranks so that some may command work from others. But the Mercy of your Lord is better than the (wealth) which they amass" (Qur'an, Zukhruuf, 43: 32).

- Abdullah Ibn Umar (God be pleased with them) reported that the Messenger of God (صلى‌الله‌عليه‌وسلم) said: "Behold! Each of you is a guardian, and each of you will be asked about his subjects (Sahih Bukhari, hadith 3.733).

Leadership

The Oxford English Dictionary (1933) notes the appearance of the word *leader* in English language as early as the year 1300.

However, the word *leadership* did not appear until the first half of the nineteenth century in writing about political influence and control of British Parliament (Lindzey & Aronson, 1985).
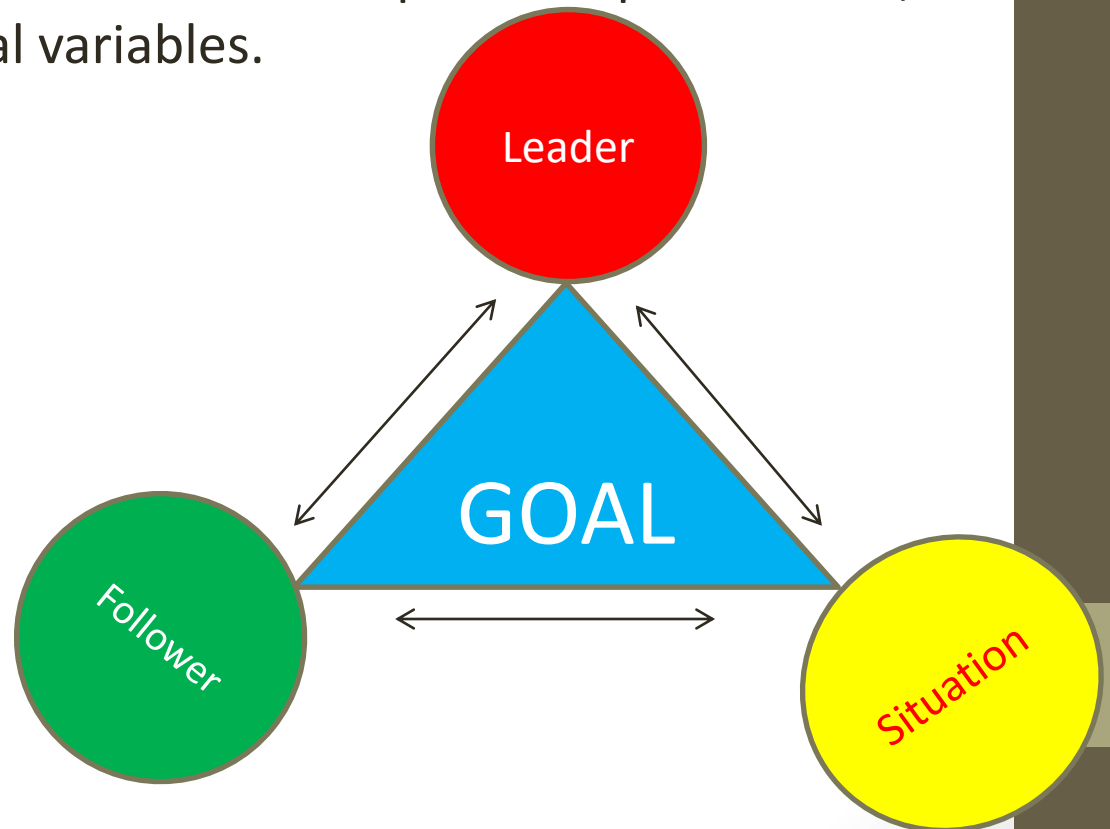
Defining Leadership

Ask a hundred leaders to define what they mean by the term leadership and no two of them will respond exactly alike. Still they will voice some common themes such as purpose, motivation, vision, hope, decision making, inspiration, influence, empowering employees, and effecting change (Nanus & Dobes, 1991). In spite of these commonalities, according to Stogdill (1974) "there are almost as many definitions of leadership as there are persons who have attempted to define this concept" (p. 259). Consequently, it is very difficult to get an agreed upon, standardized, holistic and appropriate definition of leadership as it a complex and multifaceted phenomenon (Yukl, 1981). Leadership may be considered as "a process of influencing the actives of an organized group in its efforts toward the goal setting and goal achievement" (Stogdill, 1950, p. 3).

Defining Leadership

- Over 15,000 books and articles have been written about the elements that contribute to leadership effectiveness. The usual conclusion is that answer depends upon leader, followers, and situational variables.

Leader

GOAL

Follower

Situation

Types of Leadership

One of the prominent reasons for definitional inconsistency is the diversity within the phenomenon. The prominent types of leaders include

- Business leaders
- Political leaders
- Educational leaders
- Military leaders
- Religious leaders
- Heroes
- Scientists

Leaders vs. Managers

The manager administers; the leader innovates.
The manager maintains; the leader develops.
The manager accepts reality; the leader investigates it.
The manager focuses on systems and structures; the leader focuses on people.
The manager relies on control; the leader inspires trust.
The manager has a short-range view; the leader has a long-range perspective.
The manager asks how and when; the leader asks what and why.
The manager has his or her eye always on the bottom line; the leader has his or her eye on the horizon.
The manager imitates; the leader originates.
The manager accepts the status quo; the leader challenges it.

One of Bennis's most quoted phrases is, "Managers are people who do things right and leaders are people who do the right thing".

Leadership in Ancient Human Society

Leadership was powerfully present in all the phases of human history

- Hunting
- Farming
- Pastoralism
- Modern Civilization
- Civilization

Business and Economy among Ancient Tribes

Human economy progressed through four phases including

- Agrarian economy (ancient tribes' prominent economy)

- Industrial economy

- IT economy

- Knowledge based economy

The ancient tribes' business was prominently based on *barter-trade*

Leadership in Ancient Civilizations

Historical imprints of the leadership can be traced back to numerous societies (Fairhurst, 2007). The most prominent civilizations include

- Egyptian
- Greeks
- Roman
- Chinese

Historical Background of Organizational Leadership

History of Business Leadership can be divided into four eras

- Pre-Classical Era
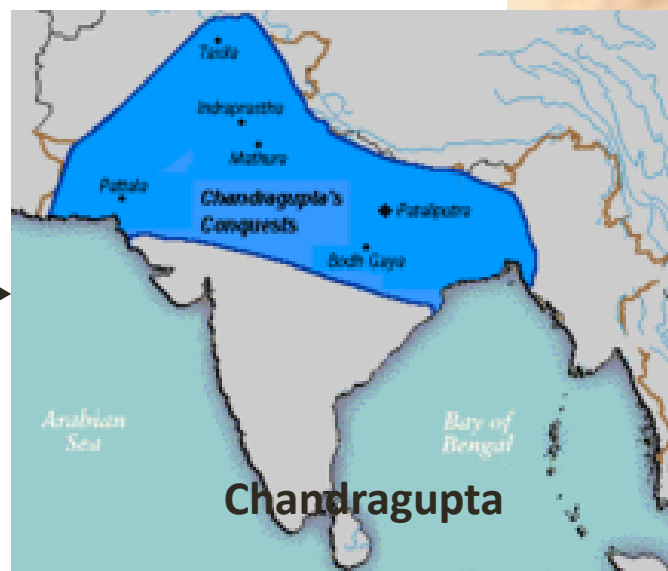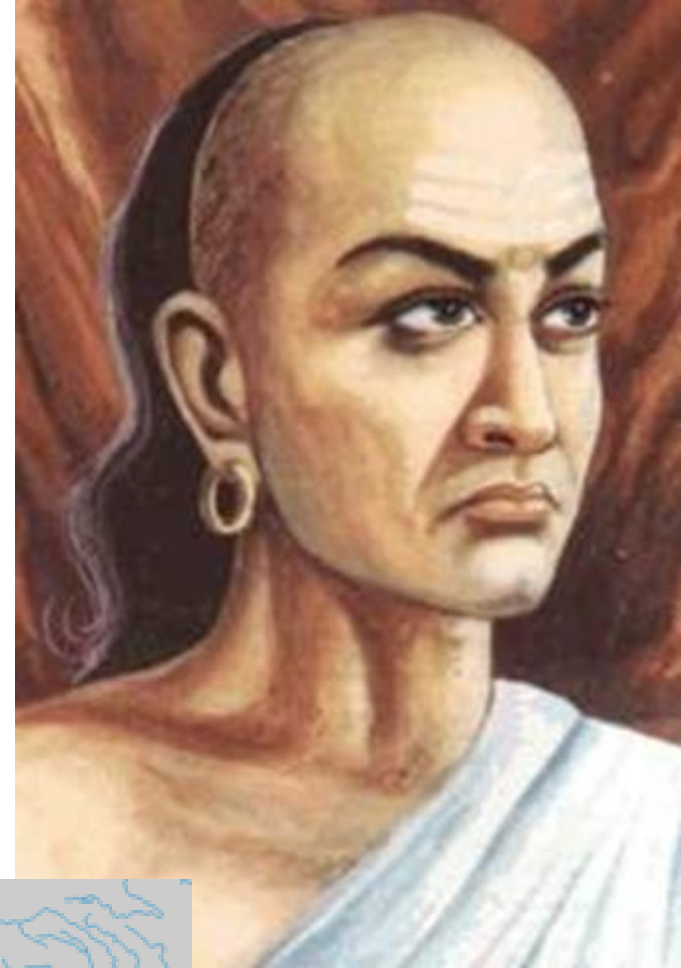- Classical Era
- Modern Era
- Post-Modern Era

Pre-Classical Era

- The ruler King Hammurabi (2123-2071 B.C.) of the Middle East is stated as one of the first leaders who made a code of 282 laws to manage the business transactions, interpersonal, and social issues.

- Chinese military leader and the great strategist General Sun Tzu (500 B.C.), for the first time introduced ranks and arranged army into sections. Sun Tzu, in his book *The Art of War,* introduced sophisticated war strategies. He was a true believer of sound planning and execution of effective war strategies to win the war.
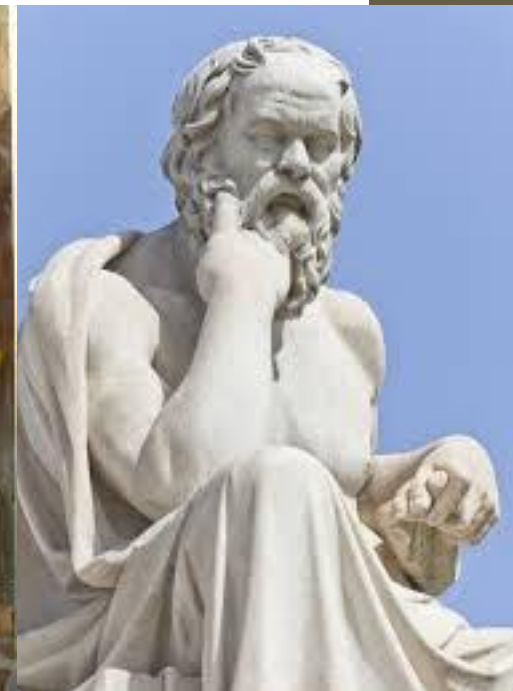
Pre-Classical Era

- In India, another strategist and philosopher Chanakya Kautilya (332-298 B.C.) argued that people in organizations and other institutions should not be trusted, instead, they must be monitored and kept in a close eye by the leaders.

Dhana Nada

Chandragupta

Pre-Classical Era

- In the same era, Greece philosophers Socrates (469-399 B.C.), Plato (428-348 B.C.), and Aristotle (348-322 B.C.) shared their insights on the human nature and related scenarios and especially Aristotle's views on reality formed the basis for scientific management (Wren, 1994).

Classical Era

- In Italy, Nicolo Machiavelli (1469-1527) made an in-depth analysis of power politics and published his book entitled *The Prince* in 1915. Machiavelli suggested three qualities to rule including fortune, ability, and villainy. He believed in power polities to rule the states and suggested that "whoever desires to found a state and give it laws, must start with the assumption that all men are bad and ever ready to display their cruel nature, whenever they may find occasion for it." Machiavelli illustrated that the leader can use any kind of leadership style to lead his followers (Wren, 1994).

Classical Era

Nicolo Machiavelli published his book entitled "The Prince" in which he proposed straightforward self-centered strategies to use and manipulate people in order to take hold of political power. The most important principles were:

(1) never show humbleness as arrogance is far more effective when dealing with people,

(2) morality and ethics are for the weak as powerful people feel free to lie, cheat, and deceive whenever it suits their purpose, and

(3) it is much better to be feared than loved (Greenberg & Baron, 2000)

Classical Era

THE FUNCTIONS
OF THE EXECUTIVE

BY

CHESTER I. BARNARD
President of the Rockefeller Foundation
Formerly President of the New Jersey Bell Telephone Company

CAMBRIDGE, MASSACHUSETTS
HARVARD UNIVERSITY PRESS
1951

- In the same era, the Industrial Revolution created many dilemmas for management and societies and at this point, the organizations and its operations were subjected to be changed for survival (Divine, 2008). Afterward, social scientists and researchers conduct numerous studies.

- Frederick Taylor (1915) made a worthy contribution in the scientific management. Taylor introduced numerous concepts including, management science, standard times, standardized procedures, goal setting, performance feedback, reward systems, employee training, and personnel selection systems. Taylor published a book *The Principles of Scientific Management and he is known as Father of Scientific Management.* This book is considered the most important book on management.

- Chester Bernard (1938) published a book entitled *Functions of the Executive* which is considered the second important book in management (Buchanan & Connell, 2006; Wren, 1994).

Modern Era

- During modern era, numerous studies were conducted on organizational leadership. The most prominent studies were conducted in three universities of America. Major discussion was based on whether the leadership style should be task oriented or relationship oriented?

Ohio State University   **University of Michigan**   **Iowa State University**

Modern Era

- In 20th century, various models of leadership emerged with different time spans including great man theories (up to mid-1900s), trait theory (1900-1948), behavioral theory (1945-1960s), situational theory (1957-1970s), power and influence theory (1959), humanistic theories (1964-1967), charismatic leadership, servant leadership (1967-1970s), path-goal theories (1970s), normative decision style theory (1973), transformational leadership, transactional leadership (1978-1985), cognitive resources theory (1987). From 1990s to the present day, is considered as an era of extensive research on leadership styles. Thousand of the books and research articles were published in this era. Eight thousands studies were conducted to understand the phenomenon of organizational leadership.

Post-Modern Era

New Leadership Approaches

- Spiritual Leadership Theory (Fry, 2005)
- Full Rage Leadership Theory (Bass & Reggio, 2006)
- Authentic Leadership (Luthan, 2007)

"Transformational leaders don't start by denying the world around them. Instead, they describe a future they'd like to create instead."
Seth Godin

Thanks!