



Modern and Traditional Leadership

Leadership

Leadership can be defined as the ability to influence others. To develop a useful definition of leadership, we must first understand three related concepts: power, influence, and authority. Power is the potential ability to affect the behavior of others. Power is generally related to the control of valued or scarce resources. Influence exists when a person consciously or unconsciously exercises power to affect the behavior or attitudes of someone else. Authority is power created and granted by an organization.

What is traditional and modern leadership?

Traditional leadership is about control, rules, regulations, and boundaries while the modern business approach is about freedom of thought, room for creativity, the value of the outcome, and a warm welcome for new ideas.

What is the importance of leadership in modern times?

Leadership is a vital management function that **helps to direct an organization's resources for improved efficiency and the achievement of goals**. Effective leaders provide clarity of purpose, motivate and guide the organization to realize its mission.

What is the difference between leaders today and yesterday?

Not too long ago, leaders basically had to figure out what to do and then tell people what, when, where, and how to do it. **Today's managers and leaders face a whole new set of expectations in the way they motivate the people who work with or follow them.**

What is 21 century leadership?

21st-century leadership is how managers and leaders adopt a modern mindset so that they're equipped to deal with the unique challenges of the 21st century. This theory draws upon leadership behavior, skills, and qualities that can only be garnered and adopted through careful study and training.

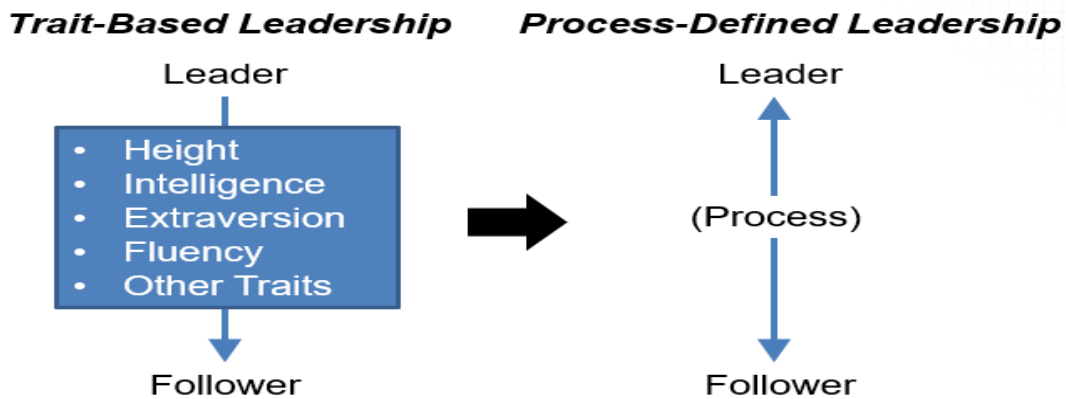


Traits of a successful modern leader

- Resilience: Leaders must be able to bounce back intellectually, physically and emotionally
- Vision
- People-centered
- Optimism
- Innovative and challenging
- Courage
- Communicate openly
- Culturally sensitive

Modern Leadership is a Learnable Process

- Leadership is a process where an individual influences a group of individuals to achieve a common goal
 - Authentic Leadership
 - Spiritual Leadership
 - Servant Leadership
 - Adaptive Leadership
 - Followership
 - Discursive Leadership



This Graphic is recreated from Northouse Figure 1.1 "The Different Views of Leadership" on page 48 of Leadership: Theory and Practice

Image Description: The Evolution of Leadership Theory is from one of Trait-Based Leadership to a Process-Based Leadership. What shows is that traditional leadership believes that leaders influence followers, with a unidirectional channel of information. What flows between them is influence that is rooted in the Leader's natural born qualities, such as height, intelligence, extroversion, fluency, and other traits. Process-defined leadership believes that there must be an exchange of information between leader and follower. That they influence each other in setting the direction, with the follower as much an individual and part of the process as the leader. This change elevates the follower and removes the need for manipulation, replacing it with a collaborative intent on the part of the leader.

Many Models of Traditional Leadership

- Leadership in management has been studied significantly since WWII
- These theories focus on varying levels of Leadership & Management
- Each theory has been popular, and many are widely taught today

What is traditional leadership?



With a traditional leadership approach, **the leader encourages people to do their jobs by providing them with guidance, direction and motivation.** The main focus of a traditional leader is to improve the business position of the company or the organization in the market.

- According to Northouse’s Leadership: Theory and Practice:
 - 65 different classification systems in past 60 years
 - Leadership in traditional workplace (before 1990) emphasize:
 - **Traits** – key traits make a leader
 - **Influence** – the ability to persuade instead of coerce
 - **Achieving Leader’s Wishes** – getting others to do what leader wants
 - **Transformation** – elevating motivation and morality
- The following are some popular leadership theories

Leadership Trait Theory

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader, and Alliger (1986)	Kirkpatrick and Locke (1991)
Intelligence		Achievement		
Alertness	Intelligence	Persistence		Drive
Insight	Masculinity	Insight		Motivation
Responsibility	Adjustment	Initiative	Intelligence	Integrity
Initiative	Dominance	Self-Confidence	Masculinity	Confidence
Persistence	Extraversion	Responsibility	Dominance	Cognitive Ability
Self-Confidence	Conservatism	Cooperativeness		Task Knowledge
Sociability		Tolerance		
		Influence		
		Sociability		



Major Leadership Traits from Northouse

These traits are summarized by Northouse as being grouped under the following five major traits:

- **Intelligence** – reasoning, verbal fluency, insight
 - *Note: Sometimes a leader can have too much! Need to be higher, but aligned to followers.*
- **Self-Confidence** - self-esteem, assurance, strong beliefs
- **Determination** - persistence, dominance, drive, fortitude
- **Integrity** - honesty, trustworthiness, and loyalty
- **Sociability** - friendly, outgoing, courteous, and diplomatic

Style	Commanding	Pacesetting	Democratic	Affiliative	Coaching	Visionary
How they Operate	Demands Compliance	Sets high standards for performance	Forges consensus with participation	Creates harmony and builds bonds	Develops people for the future	Mobilizes people towards a vision
Typical Phrase	“Do as I say”	“Do as I do”	“What do you think?”	“People Come First”	“Try This”	“Come with Me”
Underlying Emotional Intelligence	Self-Control, Drive, Initiative	Conscientious, Drive, Initiative	Collaboration, Leadership, Communication	Empathy, Relationships, Communication	Empathy, Self-Awareness, Develops Others	Confidence, Empathy, Influence
Works Best When...	In a Crisis	Getting results from strong teams	Building commitment	Motivating under /after stress	To Improve Performance	Need direction or vision
Famous Examples	Harry Truman (US President, Integrated Military)	Elon Musk, Steve Jobs, Jack Welch	Kim Jordan (CEO New Belgium Brewing)	John Torre (Manager of New York Yankees)	Sam Allen (CEO of John Deere)	Richard Branson, Barack Obama, Nelson Mandela

Situational Leadership

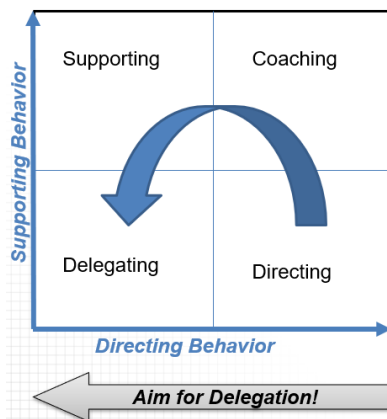
- 1970’s Model of Management by Paul Hersey and Ken Blanchard
- Focused on explaining how leaders should behave towards employees, in different situations

“Different Strokes for Different Folks, Depending on the Situation” – Paul Hersey

- A prescriptive style that has three dimensions
 - Directing Behavior by the Leader
 - Supporting Behavior by the Leader



- Enthusiasm of the Follower
- The goal is to move the follower through their four stages of progressions to become self-reliant. This allows the leader to delegate to them fully.
- Four stages of Situational Leadership:
 1. Directing – Direct the unskilled but eager
 2. Coaching – Develop less willing & less skilled
 3. Supporting – Encourage able but less willing
 4. Delegating – Delegate to willing & able

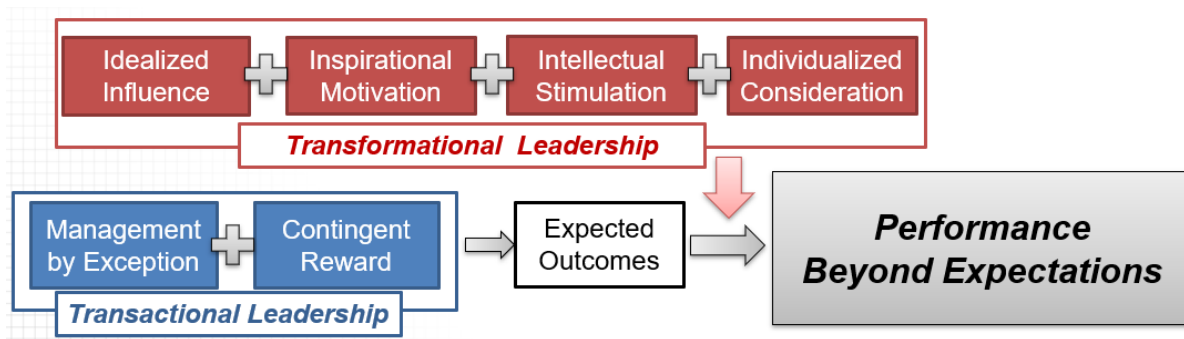


Transformational Leadership

- 1980's Model of Management based on traits or "personality" by Bernard Bass & James MacGregor Burns
- Emphasizes the ability for the leader to set the ideal and transform the workplace in terms of "motivation and morality"
- Requires that the Transformational Leader be able to deliver on four key elements, called the "**Four Is of Transformational Leadership:**"
 - **Idealized Influence (II)** - modeling the best behavior both productive and moral
 - **Inspirational Motivation (IM)** - *inspiring the follower* with a vision that delivers a higher moral and motivational purpose



- **Intellectual Stimulation (IS)** - challenges the status quo with innovation ideas for change
- **Individualized Consideration (IC)** - supports follower by meeting their needs and helping them grow
- The theory is that by applying these elements of Transformational Leadership to basic "Transactional Leadership" the result will be higher performance
- The **Transactional Leadership** elements include:
 - **Management by Exception** - addressing and "fixing" behavior that deviates from the norm
 - **Contingent Reward** - provides rewards for achieving goals and performing duties as expected



Popular Traditional Models of Leadership

These bullets summarize the Traditional Leadership styles discussed:

- **Traits-Based Leadership & Primal Leadership** - leaders have the "right stuff" (traits) and use skills (Primal Leadership) as needed
- **Behavioral Leadership** – Consider people & results to achieve alignment
- **Situational Leadership** – adjust style based on follower skills and maturity
- **Transformational Leadership** – lead with charisma, discipline, innovation, & caring

Sources

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