

## From Management to Leadership

Classical view of management – planning, organising, coordinating, controlling

1960s/1970s – “decision theory” - emerging conditions of uncertainty, how do you make decisions in such contexts? Rise of strategic planning, environmental analysis, tools for analysing options.

But

(a) little evidence that manager behave as they are supposed to. Need help to deal with the realities of the job (“HR-based approaches” - managing their own time, being skilled at working and negotiating with others)

(b) analytic techniques have not proved universally relevant – rise of “leadership theory” to help managers to show leadership, to create collective visions and to mould the culture and values of an organisation

One summary is found in the distinction between **transactional** (gains commitment through reward) and **transformational** views of leadership (gains commitment through vision and motivation).

Note – not a case of either/or.

Transformational theories correlate to ‘heroic’ or ‘great man’ theories of leadership – what leaders are. But how do you train / teach this?

In response, behavioural approaches emerged – what leaders do. **Situational leadership** styles reflect this (and often reflect HR-based approaches):

- Task/team/individual (Adair)
- Leadership approach based on subordinates’ needs (Blanchard)
- Contingency theory (Fielder) – unstructured contexts suit a directive style

Task/person focus leads to interest in **team leadership** (Belbin).

More recent interest in **servant leadership**:

- A leader serves a greater purpose and is willing to lead to achieve that (“humble messiahs”)
- Leaders are given authority by their followers (“followership”)
- Distributed/dispersed/emergent leadership (being the right person for the moment – cf Judges/Esther)