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Title: The Main Leadership Theories and Approaches in Organizations

Name of Author

Name of University Massey University

Country of Study New Zealand

Major Management

Degree Master

Course Title Organization and Management

Type of Document Assignment

Year 2008

Massey University

Master of Management

Organization and Management

Assignment

Topic:

**The Main Leadership Theories and
Approaches in Organizations**

(Year of 2008)

In an organization, people and goals are the main resources that play important roles. In order to succeed in organizations, goals and strategic objectives have to be set up by leaders or top management with reliable methods. This includes developing effective strategies which are based on available resources for the organization's benefit. These require effective leaders and leadership approaches to organize and lead people (employees) for implementing tasks through the identified strategies in order to reach the organizational objectives and goals.

This essay describes the main leadership theories and approaches in organizations. These theories are trait theories, behavioral theories and contingency theories. It includes the similarities and differences between trait theories and contingency theories. The leadership approaches in organizations are visionary leadership, team leadership, and leading through empowerment.

This essay also explains why leaders and leadership are necessary for organizations to succeed. Leaders are needed to influence people in organizations. It uses visionary leadership, team leadership, and leading through empowerment and the situational approach to show how leaders and leadership are necessary for organizations to succeed. They are important in terms of setting up organizational goals and objectives, matching proper leadership styles to organizational situations, training followers, and building up relationships amongst people (leaders to followers) in organizations.

"Leadership is the process of influencing a group towards the achievement of goals" (Robbins et al., 2006, p. 568). Leaders are the main players in leadership and followers have to be involved. Leadership cannot work if there are not leaders and followers engaged. Since the early twentieth century, some groups of theories have been continuously developed. Traits theories are early theories that focus on the different characteristics of leaders and non-leaders. Another group of theories is behavioral theories which describe different behaviors of effective and ineffective leaders. These theories mainly focus on task-oriented leadership and relation-oriented leadership. The last group is contingency theories of leadership about matching leadership styles to the organizational situations or contexts and followers' readiness. These contingency theories talk about the degree of support or direction that leaders should have in different situations and the participation of followers in decision making (Robbins et al., 2006).

As can be seen throughout some theories, there are some similarities and differences amongst them. One of the similarities is that all focus on two types of leadership styles or behaviors. One is the autocratic leadership style that focuses on task and productivity. The other relates to a democratic

leadership style which concentrates on people and relations. The second similarity is leaders and followers are the key points of all the theory discussions.

However, there is a difference between traits theories and contingency theories of leadership. As Robbins et al. (2006) point out, traits theories mainly focus on characteristics of leaders but they ignore the situational factors and interactions of leaders and followers. On the other hand, contingency theories of leadership talk about matching proper leadership styles to organizational situations and followers' readiness. This shows that traits theories ignore the main points of contingency theories of leadership which are the organizational situations and followers' ability and confidence.

Besides the theories, some noticeable leadership approaches were also found to resolve with leadership issues in organizations in recent times. One of these is the visionary approach which describes the ability of leaders to set valuable visions for organizations based on available resources. Another approach is team leadership, which focuses on information sharing, training and communication, coaching and problem solving amongst team members in order to keep their work performance with high levels. The last approach is leading through empowerment, which is a process of providing more responsibility and authority to employees to make decisions (Robbins et al., 2006).

From the theories and approaches of leadership mentioned above, there are some main approaches to leadership which are utilized by leaders to influence people to effectively perform tasks in organizations. These approaches are the situational approach to leadership, visionary leadership, team leadership, and leading through empowerment.

An organization is an entity that has three important components, which are a goal or vision, a structure and people (Robbins et al., 2006). The term people refers to a group of people or staff in an organization who work together in order to attain the organizational goal. As Robbins et al. state that "one person working alone is not an organization, and it takes people to perform the work that is necessary for the organization to achieve its goals" (2006, p. 6). This shows that people are very important in an organization. By looking at the definition of leader which is "someone who can influence others and who has managerial authority" (Robbins et al., 2006, p. 658), therefore, it can be argued that organizations need leaders to influence people to work.

To influence people to effectively perform tasks in order to achieve organizational success, leaders need to use some important leadership approaches. These main approaches are the situational approach of leadership, visionary leadership, team leadership, and leading through empowerment. These

leadership approaches show that leaders influence followers to achieve organizational goals and objectives through good relation and communication building, teaching and encouragement. Lockwood (2006) mentions that teamwork, motivation, people development or coaching, communication and relationship building are essential leadership skills for business success. To extend this statement, each approach is described below.

One of these main leadership approaches is visionary leadership which shows that visionary leaders are important for organizations in terms of setting goals and share these goals to followers. Visionary leadership is “the ability to create and articulate a realistic, credible and attractive vision of the future that improves up on the present situation” (Robbins et al., 2006, p. 582). They also mention that a vision should be clear and should inspire people to pursue the organizational goals. In addition, Fechter and Horowitz (1991) argue that organizational goals and objectives are created by a consensus amongst all managers and supervisors who represent their employees’ ideas and decisions. Because when employees are involved in consensus creating in organizational goals and objectives, they share a commitment to the organization. This promotes fast organizational goals implementation.

For example, Sobol and Ramirez (cited in Harkins et al., 2006) show an effective visionary leadership process in Verizon Dominicana, one of the world’ s leading providers of communication services. There was a four-day workshop which participated by 250 top members (leaders) of Verizon Dominicana including executives, directors and managers. The purpose of this workshop was to achieve new goals and strategic objectives for the organization. Increasing customer satisfaction was one of theses strategic objectives and the front-line employees were responsible for achieving this. This objective was clearly communicated by leaders to the entire organization and training was provided to some front-line employees whose ability and skills were insufficient to perform their jobs. The employees clearly understood actions that should be taken and were already committed to effectively implementing the directives. As a result, the implementation was a much smoother process.

This shows that visionary leaders are very important for organizations, because they are able to set the achievable goals and objectives which suit the organizational situations and resources. Then they share these goals and objectives to responsible subordinates and provide these with training to be well prepared for achieving these goals and objectives. Followers feel confident and committed to perform because they understand clearly what they have to do as well as receiving necessary skills. As a result, organizational goals and strategic objectives are effectively completed by these qualified people led by visionary leaders.

The second leadership approach is situational approach of leadership that shows leaders are important in terms of choosing right leadership styles to lead successfully people in organizations. This approach describes how to match the proper leadership styles (directive and supportive leadership styles) to organizational situations and followers' conditions (Robbins et al., 2006). Different situations in organizations require different leadership styles. As Taylor argues that "such an approach to leadership is sometimes described as 'situational', in that preferred leadership styles must be adapted to match the demands of different situations" (2007, p.32).

Democratic or relation-oriented leaders are more effective in organizations where employees have sufficient ability and are willing to stay for a long time. But autocratic or task-oriented leaders style are more effective in organizations where their employees require directions and like working hard. As Yun, Faraj and Sims (2005) show that leaders appropriately use empowerment or delegation and let followers participate in decision making (democratic leadership) when they know that their followers have high competence, sufficient information and knowledge, and want to work at the company for a longer time. However, autocratic leaders with autocratic decision making are more effective when timing is critical. Yu and Miller (2005) mention that Leaders use a relationship-oriented leadership style to succeed in X Generation that this Generation tends to be more self-sufficient, independent and self-motivated and have high need for flexibility and autonomy. In contrast, Baby Boomers leader successfully use a task-oriented leadership with Baby Boomers who tend to work hard, respect their employers and expect their managers to provide direction and to lead them towards organizational goals. These leaders are important in terms of rightly choosing leadership styles to fit different requirements of X Generation and Baby Boomers.

This shows that a situational approach of leadership describes which leadership style is appropriate to the organizational situation and followers' requirements. And leaders are important in terms of choosing the proper leadership styles to use in their organizations. Appropriate leaders and leadership styles contribute to improving employee satisfaction and commitment to reach organizational goals.

The third leadership approach is team leadership which shows that leaders are very important in terms of guiding, coaching and facilitating team members or followers. Team leadership contributes to organizational success through improving information and knowledge sharing networks, coaching and building open communication amongst team members. As Menda, the APA President mentions, a cohesive team is a key to be successful (Payroll Managers' Report, 2007). She also states that teams'

leaders effectively lead teams by rightly rewarding, sharing knowledge and information, coaching and guiding to reach followers' potential and empowering followers to achieve good results (2007). Pfeffer (1999) cites the examples of Springfield ReManufacturing Corporation and Whole Foods Markets, where leaders use an open information sharing system in the companies to build trust, relationships between and the commitment of employees and teach them how to work together in a team to achieve the common goals.

It does not only happen on teams that there is an interaction between leaders and followers. It also makes sense for teams at management level where team members are the leaders of the organizations, as it is argued that management team members are important for finding ways to make outcomes better and they are fully aware that leadership is an influencing process. Thus they (the leaders of this organization) can teach coach and keep each other accountable (Scanlan, 2006).

Furthermore, Fidler, Peris and Giber (cited in Harkins et al., 2006) show that a global leadership program was the key factor for the successful globalization of Wyeth, an American home products corporation. They also mention that exciting teamwork with an effective leader was one of successful methods of this global leadership program. Team leader, members, sponsor and team purpose are the important components of this teamwork. Wyeth's top management (leaders) is important for the company in terms of being presenters, coaches, teachers and facilitators. This teamwork and team leaders are important for Wyeth because they encourage open communication world wide and share knowledge and skills between team members, so they can operate a global corporation.

This shows that team leadership is very important for organizations in terms of developing employees (team members), improving employees' satisfaction and willingness to work for organizations. Also, leaders are very important in terms of guiding, coaching and facilitating team members or followers to meet organizational requirements.

The Last leadership approach is leading through empowerment. By empowering followers, leaders can improve skills, commitment and confidence of these followers to work. Empowerment is a process that leaders delegate authority and resources to followers to make decision and perform tasks as best as they can (Yukl, 2002).

As is mentioned by Tucker and Thomas (cited in Harkins et al., 2006), empowerment is a part of the culture of The Dow Chemical Company, a global leader in the chemical field. One of the main

contributions to become a global leader company is empowerment where leaders at all levels of Dow Company provide every follower with the tools and confidence as well as autonomy to do jobs.

Klein, Ziegert, Knight and Yan (2006) show the empowerment of nurses leads to high reliability of the organization and medical errors reduction in the City Trauma Center which mainly treats patients who have sustained major injuries. They add that surgeons (who can be recognized as leaders of nurses) empower nurses to act almost independently under their orders. This provides nurses the opportunities to develop their skills and experience and as a result, medical errors are also reduced and the organization becomes highly reliable. Another example is cited by Hoffman (2007) shows leaders maximize profitability in hotels today by their ability to empower their followers. He also shows that leaders empower employees with necessary tools to perform their jobs. This provides followers the opportunity to gain more skills and to be promoted. In this way, they are satisfied and working to their highest potential.

It can be seen that leaders delegate authority and responsibility to followers to perform work independently. This independent operation provides followers chances to develop skills and gain more experience, which motivates them to efficiently and effectively attain the organizational goals with a high degree of commitment and confidence.

Through the extent of some main leadership approaches above, these leadership approaches and leaders really contribute to organizational goals and objectives achievement. These also show that leaders have good relation and cooperation with followers because leaders use appropriate leadership approaches to rightly persuade and motivate their followers.

In conclusion, Leaders are necessary for organizational success. There are some main leadership theories and approaches that describe different characteristics and behaviors of leaders including different leadership styles in organizations. Leaders are main players in creating reliable goals and strategic objectives which are the guides to succeed in organizations. They teach, guide, facilitate, empower and share goals to their followers in order to succeed in organizations with a high level of satisfaction, commitment and confidence. Therefore, organizations really need leaders and good leadership approaches for effectively setting up goals and influencing people toward achieving those goals and success.

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