Short History of Leadership Theories

Great Man Theory:
   leaders are born, not made
   first half go the 20th century
   some individuals are superior to others (intelligence, energy, moral force)
   power by birth to lead others
   examples: Martin Luther King, Abraham Lincoln
   reflection in popular culture: Iron Man, Captain America
   ability to lead dependent on where one is born, status, privileges, money power
   male approach that focusses on innate attributes

Traits Theory:
   different traits that influence the effectiveness of leadership
   analysis by Zachary et al. (2004) summarises main leader attribute categories from 1990-2003:
   cognitive capacities, personality, motives and needs, social capacities, problem solving skills and
   tacit knowledge
   valuable categorisations, but complete disregard of situational context

Path-Goal Theory:
   House (1971)
   a leader’s behaviour influences his follower’s performance, motivation and satisfaction
   four different behaviours:
      directive path-goal clarifying leader
      supportive leader
      achievement oriented
      participative leader (desirable)

Contextual Intelligence:
   background: no direct correlation identified between certain traits and behaviour and effective
   leadership
   focus on different conditions and situations leaders need to adapt to
   lack of c. i. explains why leaders thrive in some situations and fail in others
   to be an effective leader in different contexts: understand the ever-changing culture of a
   situation, assess the distribution of power and understand followers changing needs and
   demands

Adaptive Leadership:
   fairly new theory (Heifetz, Glashow, Linsky - 2009)
   not limited to organisations (c.i.) but aims to be applicable on all levels of society
   taking into account and ever-changing world and ever-changing challenges
   call for “new forms of improvisational expertise, a kind of process expertise that knows
   prudently how to experiment with the never-been-tried before relationships, means of
   communication, and ways of interacting that will help people develop solutions that build upon
   and surpass the wisdom of todays’s experts”
   Parkin: lack of concrete purpose of the theory (e.g. sustainability)
Transformational Leadership:
Burns (1978), Bass (1985): leadership is either transactional or transformational
transactional: focuses on the role of supervision, organisation, and group performance;
transactional leadership is a style of leadership in which the leader promotes compliance of
his/her followers through both rewards and punishments
transformational: leader motivates their followers in a way that they can achieve more than
originally expected by appealing to higher level needs and thus changing the very nature of
groups or even entire societies

-driven by ethical and moral values

- four factors:
  - idealised influence: leader becomes a role model for followers
  - inspirational motivation: leader motivates by providing meaning and
    challenging followers
  - intellectual stimulation: leader encourages followers to questions
    assumptions, think out of the box etc.
  - individualised consideration: leader fosters followers personal development

Emotional Intelligence:
Daniel Goleman (1998): leadership qualities can be both innate and nurtured
soft skills: self-awareness, self-regulation, motivation, practice and feedback
—> most leadership trainings don’t use those methods and thus don’t achieve results

Sustainability-literate Leadership:
Parkin (2009)
approach with purpose: strive for sustainability
four habits of thought: resilience, relationships, reflection and reverence
essential: ‘good enough’ knowledge base in ethics and values, people and community,
science and technology and economics

Environmental Leadership:
Gallagher (2012): “a process by which earth’s inhabitants apply interpersonal influence and
engage in collective action to protect the planet’s natural resources and its inhabitants from
further harm”

Climate Change Leadership:
Fried (2015): CCL is a continuous, collaborative and transformational process with the purpose
of overcoming the knowledge-action gap in adaptation and mitigation to the super wicked
problems of climate change in order to sustain humanity within the planetary boundaries. A
climate change leader then is everyone that works towards that goal despite an uncertainty in
terms of methods and outcomes on a personal-local to a political-global level by applying
interdisciplinarity and interpersonal skills in contextual change processes.

Three Levels of Leadership Model integrates personal (inner level), private and public (outer levels)
aspects of leadership