

## Short History of Leadership Theories

### Great Man Theory:

- leaders are born, not made
- first half of 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 an 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 today'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 question 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