

# Unit

# 1

## Theories and Principles of Leadership and Management

### Overview

The course, Management and Leadership Skills for Youth Work, provides an understanding of particular issues relevant to operating effective and sustainable organizations. While the course is geared towards youth development professionals, the concepts covered in the units are relevant to any field of work or social organization.

Unit 1 examines the concepts of leadership and management and the theories underpinning an understanding of the issues. In addition to understanding the concepts and theories, the unit will expose learners to debates relating to definitions and operations of managers and leaders within organizations.

The unit is divided into two sessions as follows:

Session 1.1: Leadership and management concepts and theories

Session 1.2: Operating as a manager and/or leader

### Unit 1 Learning Objectives

By the end of this unit, you will be able to:

1. Distinguish between the terms management and leadership and describe the commonly recognized management and leadership theories.
2. Discuss the main strategies used for effective management and leadership.
3. Analyze issues that arise in cases and/or scenarios related to management and leadership in youth organizations.
4. Model appropriate behaviours as leaders and managers.



### Readings and Resources

Your readings and resources for this unit are as follows:

Cherry, Kendra. (unknown). 8 major leadership theories. Retrieved from [http://www.shalomdc.org/local\\_includes/downloads/63033.pdf](http://www.shalomdc.org/local_includes/downloads/63033.pdf)

Creelman,D. (2012). Mintzberg's refreshing view of leadership. Retrieved from [file:///C:/Users/USER/Downloads/WP\\_IHR\\_ViewOfLeadership\\_0817.pdf](file:///C:/Users/USER/Downloads/WP_IHR_ViewOfLeadership_0817.pdf)

Gosling, B. R. & Dannison, P. (2003). A review of leadership theory and competency frameworks. pp. 6-17. Retrieved from <http://www2.fcsh.unl.pt/docentes/luisrodrigues/textos/Lideran%C3%A7a.pdf>

Kotter, J. (2001). What leaders really do. *Harvard Business Review, Best of HBR*, 85-96. Retrieved from [http://www.actioninmontgomery.org/sites/default/files/WhatLeadersReallyDo\\_JKotter.pdf](http://www.actioninmontgomery.org/sites/default/files/WhatLeadersReallyDo_JKotter.pdf)

Mintzberg, H. & Mangelndorf, M.E. (2009). Debunking management myths. Interview retrieved from <http://sloanreview.mit.edu/article/debunking-management-myths/>

Zaleznick, A. (2004). Managers and leaders: Are they different? *Harvard Business Review* 82(1) 74-81. Retrieved from [http://tppserver.mit.edu/esd801/psds/11800988\\_Zaleznick\\_HBR.pdf](http://tppserver.mit.edu/esd801/psds/11800988_Zaleznick_HBR.pdf)

## Session 1.1

# Leadership and Management Concepts and Theories



### LEARNING ACTIVITY 1.1

Before proceeding, please complete the questionnaire located in the Unit 1 area of the course page. On completion of the questionnaire, upload your responses to the Discussion Board.

## Introduction

Prior to the early twentieth century, interest in leadership as an area to be studied was limited. Leadership, at the time, focussed primarily on identifying the distinction between leaders and followers. In contrast, modern interest in leadership is more concerned with variables related to skill levels and situational factors. Management studies, on the other hand, gained notoriety a few decades earlier than the study of leadership issues: in the late nineteenth century. Over the years the study of both management and leadership has evolved. Management has moved beyond the emphasis on administration and bureaucracy with a view to increasing productivity and efficiency. Nowadays, the focus is on strategic management skills, the concept of competitive advantage, the use of data and process optimization.

While the formal study of leadership may be relatively new, there has been a longstanding fascination with the topic. Gary Yukl in 2002 noted that leadership:

*“Connotes images of powerful, dynamic individuals who command victorious armies, direct corporate empires from atop gleaming skyscrapers, or shape the course of nations....The widespread fascination with leadership may be because it is such a mysterious process, as well as one that touches everyone’s life.”* (p. 1)

While there is some agreement on the image of leadership that often comes to mind, there isn’t an agreed definition of leadership itself. The concept includes images of power, of followers, of success and of hard work but what exactly is leadership? Etzioni (1965) provides a definition which we will adopt for this course:

*“Leadership is the ability, based on the personal qualities of the leader, to elicit the followers’ voluntary compliance in a broad range of matters. Leadership is distinguished from the concept of power in that it entails influence, that is, change of preferences, while power implies only that subjects’ preferences are held in abeyance.”* (p. 690)

The value in this definition is that it focuses attention, not only on the existence of power as part of leadership, but also on the importance of certain traits in a leader.



### LEARNING ACTIVITY 1.2

On the Discussion Board, indicate your thoughts on Etzioni's definition of leadership. Do you think anything should be added? Do you like the definition? If yes, why? If no, why not?

## Leadership Theories

Theories of leadership seek to explain the reason some leaders fail while others flourish. Leadership theories, similar to all theories, put forward rules and ideas that act as a roadmap and try to explain why certain actions result in more effective outcomes. Over the decades there have been numerous leadership theories but most, if not all, may be classified within eight categories: contingency theories, trait theories, behavioural theories, relationship theories, power theories, situational theories, participative theories and transactional theories.



### USEFUL LINK/RESOURCE

To learn more about the eight categories of leadership theories,  
Cherry, Kendra. (unknown). 8 major leadership theories. Retrieved from [http://www.shalomdc.org/local\\_includes/downloads/63033.pdf](http://www.shalomdc.org/local_includes/downloads/63033.pdf)

Of the eight categories of leadership theories, **four are most relevant:**

- Great Man theories
- Contingency theories
- Behavioural theories
- Transactional theories

As noted from the Cherry article, *Great Man theories* of leadership subscribe to and promote the idea that leaders are born and cannot be as effectively developed through studies or practice alone. The idea behind the theory is that leaders have inherent traits which are not found in most other people. *The Great Man Theory* is considered a variant of the Trait theory and is thought to have its root in the work of Thomas Carlyle, a Scottish historian who contended that men with prowess and the might of leadership have been the ones who primarily shape history.

*Contingency theories* of leadership put forward the idea that different styles of leadership are appropriate depending on the situation at hand. Within this theoretical mold it is also believed that a leader's success in one type of organization does not automatically result in his or hers success in a different type of organization.

There are four main theories within this group:

1. *Fiedler's Contingency theory* asserts that success in an organization or group rests heavily on three variables: group atmosphere, task structure and a leader's position of power.
2. *The Normative Decision Model*, unlike the other theories within this group, focuses its attention on situational factors more than leadership behaviors.
3. *Hersey & Blanchard's situational theory* promotes the idea that the role of a leader is to adapt to situations and circumstances in accordance with the ability and willingness of his or her followers, with a view to achieving particular objectives.
4. *Path-Goal Model* is a theory based on the idea that a leader should change behavior in order to increase the motivation and satisfaction level of followers in order to maximize productivity.

The idea that an individual's success is dependent on their behaviour forms the basis of the *Behavioural theories* of leadership. Theories within this category are in stark contrast to those within the Great Man theory group. Behavioural theories of leadership are based on the idea that effective leadership skills are learnable and as such, leaders can be made. The focus of behavioural theories is on the actions of leaders versus an interest in their mental, physical or social characteristics.

*Transactional theories* of leadership are focussed on the idea that effective leadership is best centred on systems and structures based on reward and punishment. The theorists who promote this school of thought suggest that social systems are most workable when there is an obvious chain of command.



#### USEFUL LINK/RESOURCE

Gosling, B. R. & Dannison, P. (2003). A review of leadership theory and competency frameworks. pp. 6-17. Retrieved from <http://www2.fcsh.unl.pt/docentes/luisrodrigues/textos/Lideran%C3%A7a.pdf>



#### LEARNING ACTIVITY 1.3

Of the leadership theories learned about in this unit, which do you think is most applicable to youth organizations in your country? Which one or two would you encourage at a conference of leaders from youth and social clubs in your country? Justify your answer with examples and logical reasoning.

Post your response to the Discussion Board.

## Leadership Traits

In addition to theories of leadership, it is important to consider the traits which may be most relevant for leaders. Let us look at some of these traits that are purported as being important for being a leader. There have been several traits put forward, the twelve most popular are outlined in Figure 1.1 below.

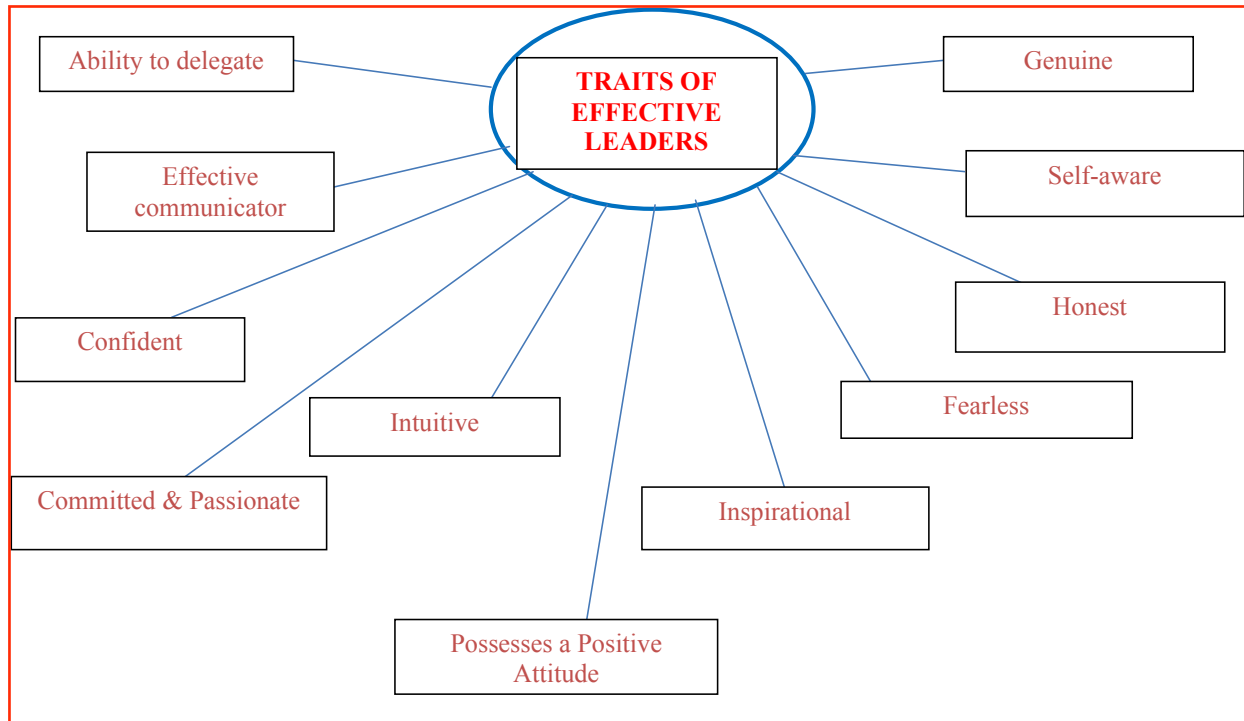


Figure 1.1



### USEFUL LINKS/RESOURCES

To further explore the importance of the traits in Figure 1, and others.

Farrell, R. (2011). 23 traits of good leaders. Retrieved from <http://edition.cnn.com/2011/LIVING/08/03/good.leader.traits.cb/>

Prive, T. (2012). Top 10 qualities that make a good leader. Retrieved from <http://www.forbes.com/sites/tanyaprive/2012/12/19/top-10-qualities-that-make-a-great-leader/>

## Session 1.2

# Operating as a Manager and or Leader

### Introduction

The focus in Session 1.1 was on the theories and traits associated with leadership and leaders. In session 2 we will turn our attention to the difference between management and leadership.

### Is There a Difference Between Management and Leadership?

Abraham Zaleznik can be credited with triggering the on-going debate on leadership versus management as far back as 1977 when he presented at a Times hosted conference on leadership in Washington D.C. A follow up publication, *Managers and Leaders: Are they Different*, in the Harvard Business Review is still being published in their collection of articles on leadership. This stands as evidence of how unresolved, but still relevant, the debate is after several decades. In this unit, we will learn about the varying sides to the debate, through different readings, and provide our own analysis at the end.

There are four main thinkers who have been an integral part of the debate on the difference between management and leadership: Peter Drucker, John Kotter, Henry Mintzberg and Abraham Zaleznick.

The information in Figure 1.2 indicates their individual positions in the debate.

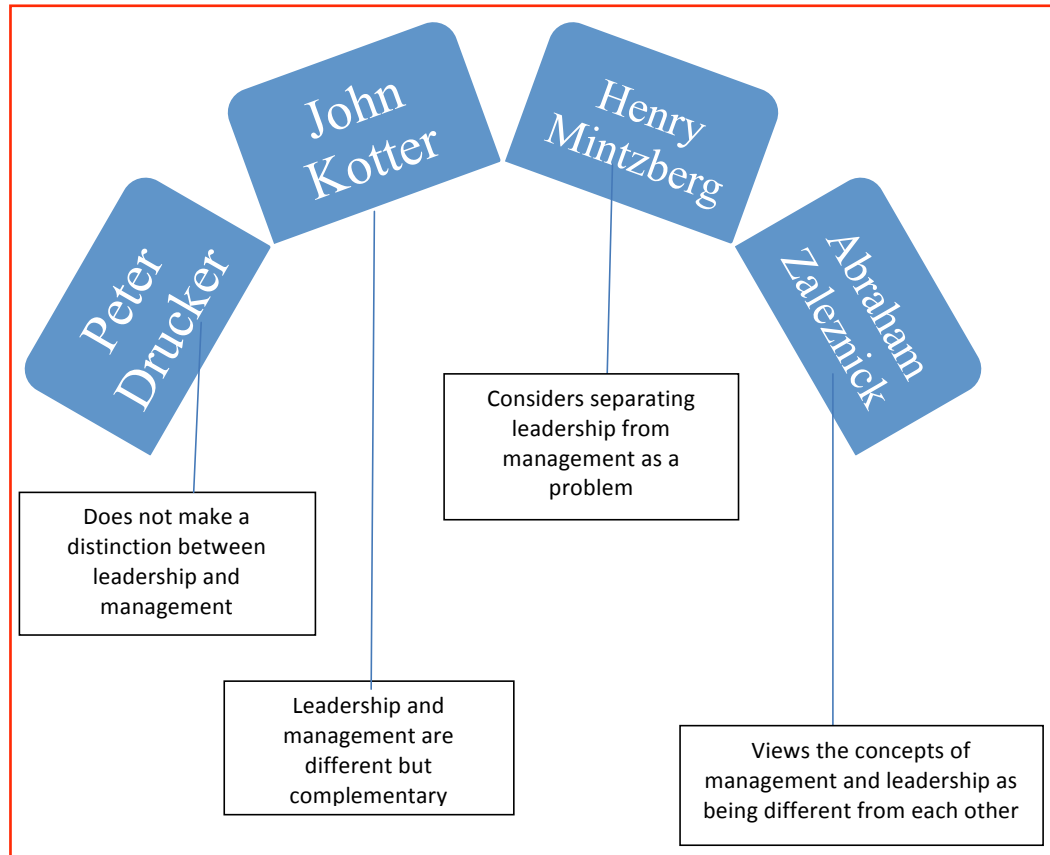


Figure 1.2



#### LEARNING ACTIVITY 1.4 •

Prior to moving forward in this unit, indicate on the Discussion Board, your thoughts on the relationship between management and leadership. In your opinion, are they distinctively different concepts? Thoroughly, but succinctly, explain your response. It is important that you complete this exercise before continuing onwards.

Post your response to the relevant Dropbox.





## USEFUL LINKS/RESOURCES

Creelman, D. (2012). Mintzberg's refreshing view of leadership. Retrieved from [file:///C:/Users/USER/Downloads/WP\\_IHR\\_ViewOfLeadership\\_0817.pdf](file:///C:/Users/USER/Downloads/WP_IHR_ViewOfLeadership_0817.pdf)

Kotter, J. (2001). What leaders really do. *Harvard Business Review, Best of HBR*, 85-96. Retrieved from: [http://www.actioninmontgomery.org/sites/default/files/WhatLeadersReallyDo\\_JKotter.pdf](http://www.actioninmontgomery.org/sites/default/files/WhatLeadersReallyDo_JKotter.pdf)

Mintzberg, H. & Mangelndorf, M.E. (2009). Debunking management myths. Interview retrieved from <http://sloanreview.mit.edu/article/debunking-management-myths/>

Zaleznick, A. (2004). Managers and leaders: Are they different? *Harvard Business Review* 82(1) 74-81. Retrieved from: [http://tppserver.mit.edu/esd801/psds/11800988\\_Zaleznik\\_HBR.pdf](http://tppserver.mit.edu/esd801/psds/11800988_Zaleznik_HBR.pdf)

**This session relies heavily on external readings. Your grasp of the concepts and resulting performance in the course will be limited if ALL the readings above are not thoroughly read and understood.**

## Unit Summary

The leadership and management of an organization are critical to its success or failure. The theories discussed in Session 1.1 have been put forward to help create an understanding of ways in which leaders can operate in their roles in order to get the best results. In addition to the theories, there are several traits which have been recognized as necessary in persons who serve as leaders. In Session 1.2, the concept of leader versus manager was discussed and the ideas of the major thinkers were brought to the fore through extensive external readings.

## *References*

Eckmann, H. (unknown). Great man theory: A personal account of attraction. Lecture conducted from National University, San Diego. Retrieved from <http://www.jameslconsulting.com/documents/GreatManTheory.pdf>

Etzioni, A. (1965). Dual leadership in complex organizations. *American Sociological Review*, volume 30 (Issue 5).

Yukl, G. (2002). *Leadership in organizations*, 2nd ed. Upper Saddle River, NJ: Prentice Hall.

