

ALP Leadership Theories Overview

High-level summary

- All leadership styles are similar as they focus on the interaction between the leader and followers
- Transformational Leadership is the most popular and most researched out of these five leadership styles
- Defining components of each of the leadership styles
 - Transformational Leadership is about charisma
 - Authentic leadership is centered on being true to oneself and leading from one's authentic self
 - Servant leadership emphasizes serving, growing and developing others
 - Participative leadership on giving followers the freedom and autonomy to carry out their tasks
 - Resonant leadership focuses on being in tune with and adapting to followers' styles and needs to maintain a positive relational energy

1. Transformational Leadership

- Principal founder(s)
 - Bernard M. Bass (1985)
- Defining characteristic(s)
 - Raises both the leader and follower to higher levels of motivation, engagement, and productivity than they would achieve individually
- Key tenets
 - Composed of four components:
 - Idealized influence (i.e. charisma, inspiration, vision)
 - what the leader brings to the table that arouses in the follower a strong desire to identify with/emulate or follow the leader
 - inspirational motivation
 - challenges followers to engage in shared goals
 - intellectual stimulation
 - increase follower awareness of problems from a new perspective and encourages creativeness and innovativeness
 - individualized consideration
 - leaders pay attention and support the development needs of followers (e.g. delegate assignments to provide opportunities for growth)
- Pros/strengths
 - Transformational leaders go the extra mile for followers, they don't just lead to get something in return, they aim to inspire their followers
 - Transformational leadership is associated with positive outcomes such as
 - Increased follower, team and organizational performance (Wang et al., 2011)
 - High levels of follower motivation and commitment (House & Aditya, 1997)
 - students' motivation, satisfaction, perceptions of instructor credibility, academic performance, affective learning, and cognitive learning (Balwant, 2016)
 - leader effectiveness (Judge & Piccolo, 2004)
- Cons/challenges
 - May be a little more difficult for those who are not at the top of leadership (i.e. middle managers) to carry out due to constraints to their power (real or perceived)
 - Leaders must be invested and want to ignite change in followers

- Can encourage narcissistic tendencies as emphasis of transformational leadership is on development of the employee to the extent it leads to favorable organizational outcomes

References

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2. Authentic Leadership

- Principal founder(s)
 - Bruce Avolio, William Gardner, Fred Walumbwa, Fred Luthans, Douglas May (2004)
- Defining characteristic(s)
 - Individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and high on moral character
- Key tenets
 - Leading through one's own personal, genuine style that engenders trust in followers and builds relationships
 - Four components of authentic leadership
 - Self-awareness
 - Balanced information processing
 - Authentic behavior
 - Relational transparency
 - Positive psychological capital that function as personal resources for authentic leaders include confidence, optimism, hope, and resiliency
 - When paired with positive organizational context these positive psychological states can heighten self-awareness and self-regulatory behaviors
 - Encourages development of authentic leadership
 - Authentic leadership encourages follower self-regulation where they have great clarity about their values, identity and emotions
 - An authentic relationship develops between the leader and the follower and both parties can have open and positive exchanges as they are transparent with each other and pursue shared and complementary goals

- Pros/strengths
 - Encourages creativity (Rego et al., 2012)
 - Authentic leaders can enhance engagement, motivation, commitment, satisfaction, and involvement in followers to improve their work outcomes
 - Encourage a non-defense acknowledgement of weaknesses and may encourage group cohesion and satisfaction (Diddams & Change, 2012)
- Cons/challenges
 - Still unclear based on research how an individual can apply authentic leadership practices to his/her genuine and unique styles

References

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3. Servant Leadership

- Principal founder(s)
 - Greenleaf (2002)
- Defining characteristic(s)
 - Going beyond one's self interest and driven by a desire to serve others and elevate others' contributions in pursuit of goals
 - Placing the needs of followers before one's own, and focusing on efforts on helping subordinates achieve their own potential so as to achieve career success
- Key tenets
 - 6 characteristics of the servant-leader (Van Dierendonck, 2011)
 - Empowering and developing people
 - Enable a self-confident attitude amongst followers and encourage their personal development
 - Humility
 - Ability to put one's own accomplishments and talents in a proper perspective
 - Authenticity
 - Expressing the "true self"; professional roles remain secondary to whom the individual is as a person
 - Interpersonal acceptance
 - Understand and experience the feelings of others and where people are coming from
 - Also able to let go of previous wrongdoings and not carry a grudge
 - Providing direction
 - Being clear in expectations of others, and making the work dynamic and tailor-made to the follower

- Stewardship
 - Willingness to take responsibility for the larger institution and go for service instead of control and self-interest
- Pros/strengths
 - Focused on the growth and development of the individual – no self-centered/charismatic component to it
 - Positively related to positive performance behaviors of followers such as increased service quality, customer-focused citizenship behavior and customer-oriented prosocial behavior (in a customer-service setting; Chen et al., 2015)
 - Lead to increased organizational commitment as followers want to reciprocate the kind efforts of their leader (Liden et al., 2008)
- Cons/challenges
 - As effective servant leadership depends a lot of being genuine in the desire to serve others, it is something that must be intrinsically felt by the leader and developed - it cannot be easily “switched on” or faked

References

- Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of management*, 37(4), 1228-1261.
- Levy, P. (2009). *Industrial/organizational psychology*. Macmillan.

4. Participative Leadership

- Principal founder(s)
 - Unclear – relevant early scholars include Wagner & Gooding, 1987 and Koopman & Wierdsma, 1998
- Defining characteristic(s)
 - Shared influence and joint decision-making between a leader and their followers (Lam, Huang, & Chan, 2015)
- Key tenets
 - Goals include giving followers greater discretion, extra attention and support and involvement in solving problems and making decisions
 - 6 frequent types of participative management/leadership (Cotton et al., 1988)
 - Participation in decisions about the work itself (formal, direct, long-term, much influence)
 - Consultative participation (I, but with slight influence)
 - Short-term participation (formal, short duration, direct, work-oriented, much influence)
 - Informal participation (informal, direct, much influence)
 - Employee ownership (formal, indirect, many subjects, much influence in principle)
 - Representative participation (formal, indirect, influence moderate/slight)
- Pros/strengths
 - Can increase follower’s performance (with the caveat that the follower perceives the leader is actually committed to engaging in participative leadership and engages in information sharing with the follower; Lam et al., 2015)

- Increased task performance and organizational citizenship behavior (Huan et al., 2010)
- Cons/challenges
 - Participative leaders have to be okay with “losing power” to the follower

References

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5. Resonant Leadership

- Principal founder(s)
 - Richard Boyatzis and Annie McKee (2005)
- Defining characteristic(s)
 - “Resonant leaders are in tune with the world around them. This results in people working in sync with each other, in tune with each others’ thoughts (what to do) and emotions (why to do it)” (Boyatzis & McKee, 2005, p.4)
- Key tenets
 - Resonant leaders recognize their power to influence the emotional states of people around them
 - There’s resonance when they pull everyone on the same wavelength, or dissonance when their negativity creates tension in emotions among others
 - Characteristics of Resonant Leaders
 - Able to adapt to change effectively
 - Confident to take on challenges, and carve their own path in unfamiliar territory
 - Aware of the circumstances of their surroundings, and the people in them
 - Inspire progress and passion, as their actions resonate with others
 - Fully dedicated to their cause
 - Creators of sustainable performance, and obtain results
 - Resonant Leadership Styles
 - VISIONARY
 - See the big picture, and are able to inspire the group to work towards their goals
 - COACHING
 - Individualized attention on each follower, focusing on personal development
 - AFFILIATIVE
 - Emphasis on building relationships and encouraging collaboration through empathy and valuing the feelings of others
 - DEMOCRATIC
 - Values communication within the group and draws on collective knowledge when making decisions

- Pros/strengths
 - Can positively impact a group's climate and encourage strong relationships between a leader and his/her followers
 - Increases job satisfaction and feelings of empowerment (Laschinger et al., 2014)
- Cons/challenges
 - Resonant leadership requires a lot out of an individual; thus, without investing in yourself, you can easily get burnt out and turn from a resonant leader into a dissonant one
 - Engage in mindfulness, hope and compassion as means to renew oneself

References

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