| **FIGURE 14-1** | Leadership theories: An overview. |

MANAGERIAL GRID

Robert R. Blake and Anne Adams McCanse[1] refined the Leadership Grid® which identified various types of managerial leadership based on concern for production coupled with concern for people. While they consider the "team management" style of leadership to be ideal, they recognize that it may be difficult to implement in some work situations. Effective managers have great concern for both people and production. They work to motivate employees to reach their highest levels of accomplishment. They are flexible and responsive to change, and they understand the need to change.

CONTINGENCY THEORY

Fred Fiedler[2] developed a contingency or situational theory of leadership. Fiedler postulates that three important situational dimensions are assumed to influence the leader's effectiveness. They are:

- **Leader-member relations:** the degree of confidence the subordinates have in the leader. It also includes the loyalty shown the leader and the leader's attractiveness.
- **Task structure:** the degree to which the followers' jobs are routine as contrasted with nonroutine.
- **Position power:** the power inherent in the leadership position. It includes the rewards and punishments typically associated with the position, the leader's formal authority (based on ranking in the managerial hierarchy), and the support that the leader receives from supervisors and the overall organization.

PATH-GOAL THEORY

The path-goal theory postulates that the most successful leaders are those who increase subordinate motivation by charting out and clarifying the paths to high performance. According to Robert House's path-goal theory,[3] effective leaders:

- Motivate their followers to achieve group and organizational goals.
- Make sure that they have control over outcomes their subordinates desire.
- Reward subordinates for performing at a high level or achieving their work goals by giving them desired outcomes.

- Raise their subordinates' beliefs about their ability to achieve their work goals and perform at a high level.
- Take into account their subordinates' characteristics and the type of work they do.

LEADER-STYLE THEORY

The Vroom and Yetton Model[4] describes the different ways leaders can make decisions and guides leaders in determining the extent to which subordinates should participate in decision making. The expanded version of their model, the "Vroom, Yetton, Jago Model," holds that (1) organizational decisions should be of the highest quality and (2) subordinates should accept and be committed to organizational decisions that are made. The model presents methods for determining the appropriateness of leader style.

HERSEY AND BLANCHARD THEORY

Paul Hersey and Kenneth H. Blanchard[5] (a co-author of the *One Minute Manager*) identified a three-dimensional approach for assessing leadership effectiveness:

- Leaders exhibit task behavior (the extent to which leaders are likely to organize and define the roles of followers and direct the work) and relationship behavior (the extent to which leaders are likely to be supportive, encouraging, and the like).
- The effectiveness of the leader depends on how his or her leadership style interrelates with the situation.
- The willingness and ability (readiness) of an employee to do a particular task is an important situational factor.

This approach is easy to understand, offers suggestions for changing leadership style, and shows leaders what to do and when to do it. It focuses on the need for adaptability (the degree to which the leader is able to vary his or her style appropriately to the readiness level of a follower in a given situation).

TRANSFORMATIONAL LEADERSHIP

According to Bernard Bass,[6] transformational leadership occurs when a leader transforms, or changes, his or her followers in three important ways that together result in followers trusting the leader, performing behaviors that contribute to the achievement of organizational goals,

FIGURE 14-1   *(Continued)*

and being motivated to perform at a high level. Transformational leaders:

- Increase subordinates' awareness of the importance of their tasks and the importance of performing well.
- Make subordinates aware of their needs for personal growth, development, and accomplishment.
- Motivate their subordinates to work for the good of the organization rather than exclusively for their own personal gain or benefit.

Building on Bass's contributions, Tichy and Devanna identified the characteristics of transformational leaders as follows:

- They identify themselves as change agents.
- They are courageous individuals.
- They believe in people.
- They are value-driven.
- They are lifelong learners.
- They have the ability to deal with complexity.
- They are visionaries.

Sources: (1) Robert R. Blake and Anne Adams McCanse, *Leadership Dilemmas—Grid Solutions* (Houston: Gulf Publishing, 1991); and Blake and Jane S. Mouton, The Managerial Grid III (Houston: Gulf Publishing, 1985). (2) Fred E. Fiedler, "Research on Leadership Selection and Training: One View of the Future," *Administrative Science Quarterly* (June 1996), pp. 241–250; Fiedler, "Engineer the Job to Fit the Manager," *Harvard Business Review* (September-October 1965), p. 117; Fiedler, *A Theory of Leadership Effectiveness* (New York: McGraw-Hill, 1967); and Fiedler and Joseph E. Garcia, *New Approaches to Effective Leadership: Cognitive Resources and Organizational Performance* (New York: John Wiley, 1987). (3) Robert J. House, "A Path-Goal Theory of Leader Effectiveness," *Administrative Science Quarterly* (September 1971), pp. 321–328; and House and Terence R. Mitchell, "Path-Goal Theory of Leadership," *Journal of Contemporary Business* (Autumn 1974), pp. 81–97. (4) Victor Vroom and Philip Yetton, *Leadership and Decision Making* (Pittsburgh: University of Pittsburgh Press, 1973). Also see Vroom and Arthur G. Jago, *The New Leadership: Managing Participation in Organizations* (Englewood Cliffs, N.J.: Prentice-Hall, 1988). (5) Paul Hersey and Kenneth H. Blanchard, "Great Ideas: Revisiting the Life-Cycle Theory of Leadership," *Training & Development* (January 1996), pp. 42–47; and Hersey and Blanchard, *Management of Organizational Behavior* (Englewood Cliffs, N.J.: Prentice-Hall, 1993). (6) The concept of transformational leadership was developed by James MacGregor Burns, *Leadership* (New York: Harper & Row, 1978). Also see Bernard Bass, *Leadership and Performance Beyond Expectations* (New York: Free Press, 1985); Noel M. Tichy and Mary Anne Devanna, *The Transformational Leader* (New York: John Wiley & Sons, 1986); and Bass, "From Transitional to Transformational Leadership: Learning to Share the Vision," *Organizational Dynamics* (Winter 1990), pp. 140–148.

Delegation is a supervisor's strategy for accomplishing objectives. It consists of the following three components, all of which must be present:

1. Assigning duties to immediate subordinates.
2. Granting permission (authority) to make commitments, use resources, and take all actions necessary to perform these duties.
3. Creating an obligation (responsibility) on the part of each employee to perform the duties satisfactorily.

Unless all three components are present, the delegation process is incomplete. They are inseparably related in such a manner that a change in one will require adjustment of the other two.

Assigning Duties

Each employee must be assigned a specific job or task to perform. Job descriptions may provide a general framework through which the supervisor can examine duties in the department to see which to assign to each employee. Routine duties usually can be assigned to almost any employee, but there are other functions that the supervisor can assign only to employees who are qualified to perform them. There are also some