

Leadership Theories

Dr. Abhimanyu R Dhormare

Head, Department of Psychology,
Babuji Avhad Mahavidyalaya, Pathardi

Theories

- Trait Approach
- Skills Approach
- Style Approach
- Situational Approach
- Contingency Theory
- Path-Goal Theory
- Leader Member Exchange
- Transformational
- Transactional
- Team Leadership

Contingency Theory

- This is a leader match theory because it tries to match leaders to appropriate situations
- A leader's effectiveness depends on how well the leader's style fits the context
- The theory was developed by studying the styles of leaders in situations and whether they were effective (primarily in military organizations)
- Concerned with styles and situations

Contingency Theory

- **Leadership styles** are either task motivated or relationship motivated
- **Situations** have three factors: leader-member relations, task structure and position power

LPC Scale

- Used to measure a person's leadership style
- For example, it measures your style by having you describe a coworker with whom you had difficulty completing a job. (not necessarily someone you dislike, but someone with whom you least like to work with)
- After you choose this person, the LPC instrument asks you to describe your coworker on 18 sets of adjectives

Least Preferred Coworker (LPC) Scale

Pleasant	8	7	6	5	4	3	2	1	
Unpleasant									
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	8	7	6	5	4	3	2	1	Accepting
Tense	8	7	6	5	4	3	2	1	Relaxed
Cold	8	7	6	5	4	3	2	1	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	8	7	6	5	4	3	2	1	Interesting
Quarrelsome	8	7	6	5	4	3	2	1	Harmonious
Gloomy	8	7	6	5	4	3	2	1	Cheerful
Open	8	7	6	5	4	3	2	1	Closed
Backbiting	8	7	6	5	4	3	2	1	Loyal
Untrustworthy	8	7	6	5	4	3	2	1	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	8	7	6	5	4	3	2	1	Nice
Agreeable	8	7	6	5	4	3	2	1	Disagreeable
Insincere	8	7	6	5	4	3	2	1	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind

Scoring

- Your final score is the total of the numbers you circled on the 18 scales

57 or less = Low LPC (task motivated)

58-63 = Middle LPC (socio-independent leaders, self directed and not overly concerned with the task or with how others view them)

64 or above = High LPC (motivated by relationships)

Contingency Model

Leader–Member
Relations

GOOD

POOR

Task Structure

High
Structure

Low
Structure

High
Structure

Low
Structure

Position Power

Strong
Power

Weak
Power

Strong
Power

Weak
Power

Strong
Power

Weak
Power

Strong
Power

Weak
Power

1

2

3

4

5

6

7

8

Preferred
Leadership
Style

Low LPCs
Middle LPCs

High LPCs

Low
LPCs

Contingency Theory

- How it works

By measuring a leader's LPC score and three situational variables, one can predict whether the leader is going to be successful in a particular setting.

It is important to note that contingency theory stresses that leaders are NOT successful in all situations.

Contingency Theory

Pros

- Empirical research supports this theory
- Includes the impact of situations on leaders
- This theory is predictive and therefore provides useful information about the type of leadership that is most likely to be successful in a specific context
- Does not require people to be successful in all situations (perfection is not required)
- Data from this theory could be useful to organizations in developing leadership profiles

Contingency Theory

Cons

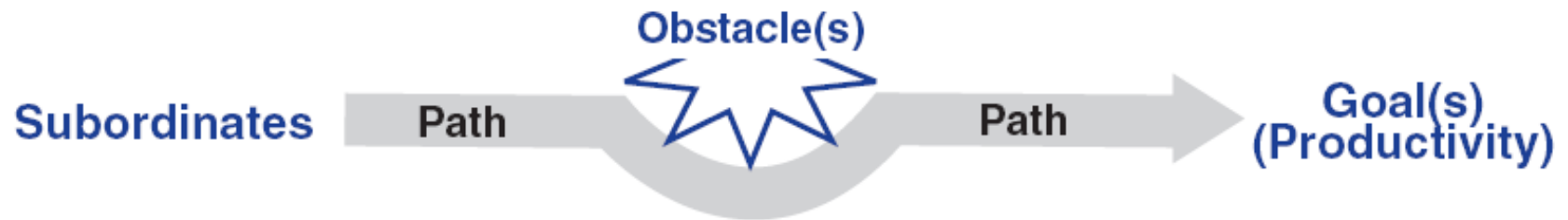
- Fails to fully explain why people with certain leadership styles are more effective in situations than others
- Questions regarding the LPC scale have been made because it does not correlate well with other standard leadership measures.
- LPC instructions are not clear – leaders are unsure how to choose a least preferred coworker
- Also fails to explain what to do when there is a mismatch between the leader and the situation in the workplace

Path –Goal Theory

Path-Goal Theory

- Path Goal theory is about how leaders motivate subordinates to accomplish designated goals
- The stated goal of leadership is to enhance employee performance and employee satisfaction by focusing on employee motivation
- Emphasizes the relationship between the leader's style and characteristics of the subordinates and the work setting
- The leader must use a style that best meets the subordinates motivational needs

Path-Goal Theory



Path–Goal Leadership

- Defines goals
- Clarifies path
- Removes obstacles
- Provides support

Path-Goal Theory

Leadership Behaviors

- **Directive leadership** – leader gives instructions, expectations, time lines, and performance standards
- **Supportive Leadership**- leader is friendly and approachable, attends to the well being of subordinates, and treats everyone as equals
- **Participative Leadership**- leader invites subordinates to give ideas, share opinions and integrates their suggestions into the decision making process
- **Achievement-Oriented Leadership**- leader challenges subordinates to perform at the highest level possible. Leader has high standards of excellence and seeks continuous improvement.

Path-Goal Theory

Subordinate Characteristics

- **Need for affiliation-** prefer supportive leadership
- **Preferences for structure –** prefer directive leadership
- **Desires of control-** prefer participative leadership
- **Self-perceived level of task ability-** prefer achievement orientated leadership

Path–Goal Theory: How It Works

LEADER BEHAVIOR	GROUP MEMBERS	TASK CHARACTERISTICS
DIRECTIVE LEADERSHIP <i>Provides guidance and psychological structure</i>	Dogmatic Authoritarian	Ambiguous Unclear rules Complex
SUPPORTIVE LEADERSHIP <i>Provides nurturance</i>	Unsatisfied Need affiliation Need human touch	Repetitive Unchallenging Mundane & mechanical
PARTICIPATIVE <i>Provides involvement</i>	Autonomous Need for control Need for clarity	Ambiguous Unclear Unstructured
ACHIEVEMENT ORIENTED <i>Provides challenges</i>	High expectations Need to excel	Ambiguous Challenging Complex

Path-Goal Theory

Pros

- Helps understand how leader behavior effects subordinates satisfaction and work performance
- Deals directly with motivation – one of the only theories to address this
- Provides a very practical model – make a clear path and follow it

Path-Goal Theory

Cons

- This is a very complex theory that incorporates many aspects of leadership
- Research only partially supports the theory
- Fails to explain adequately the relationship between leader behavior and subordinate motivation
- Treats leadership as a one way street, places a majority of the responsibility on the leader