

# LEADERSHIP:

Theory, Application, Skill Development

2d Edition

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# Chapter 1

## Who Is A Leader?

# Chapter 1

## Learning Outcomes

- 5 key elements of leadership
- 10 managerial roles
- Levels of leadership analysis interrelationship
- Behavioral leadership theories
- Trait & behavioral leadership theories and contingency theories

# Why Leadership is Important

- For crisis situations
- For organizational performance
- For employee job satisfaction
- For successful management



**Leadership is the  
influencing process  
of leaders and  
followers to achieve  
organizational  
objectives through  
change**

# Influence

- Is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change
- Is the essence of leadership

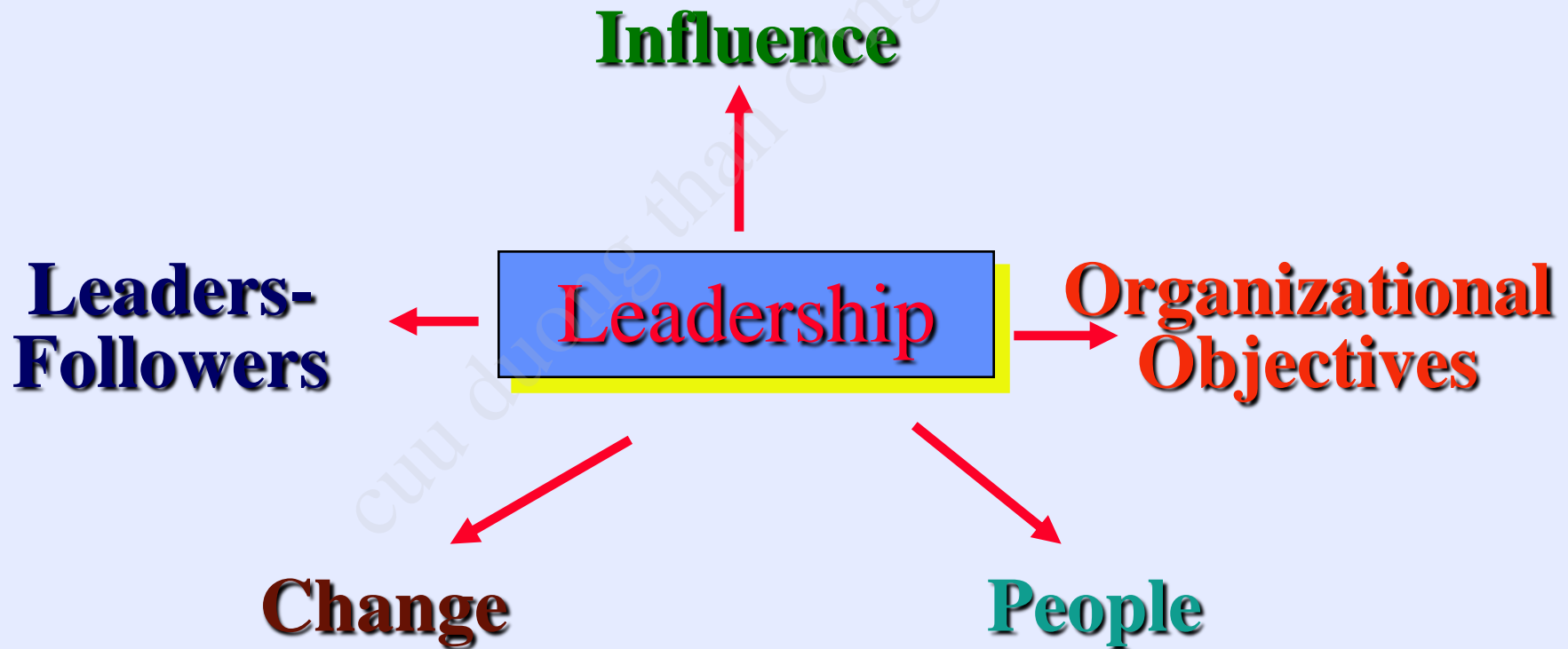
# Effective Leaders

- Share leadership responsibilities through co-leadership
- Teach leadership skills to subordinates
- Influence followers to support organizational interests

# Effective Leaders

- Set objectives
- Influence change for continual improvement
- Can work with people

# Key Elements of Leadership



# Managerial Roles

## Interpersonal



```
graph LR; I[Interpersonal] --> I1[1. Figurehead<br/>2. Leader<br/>3. Liaison]; In[Informational] --> In1[4. Monitor<br/>5. Disseminator<br/>6. Spokesperson]; D[Decisional] --> D1[7. Entrepreneur<br/>8. Disturbance-handler<br/>9. Resource-allocator<br/>10. Negotiator];
```

1. Figurehead
2. Leader
3. Liaison

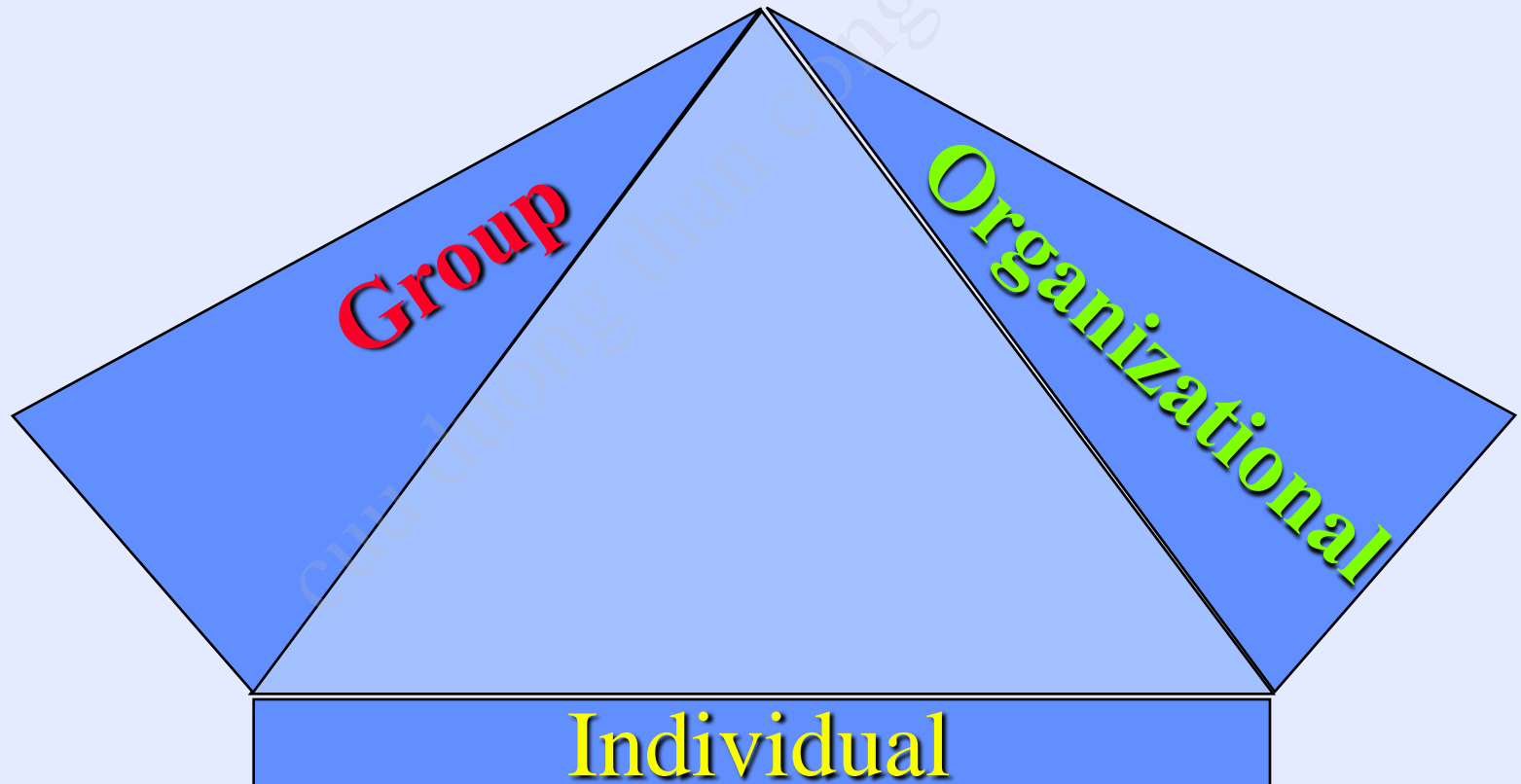
## Informational

4. Monitor
5. Disseminator
6. Spokesperson

## Decisional

7. Entrepreneur
8. Disturbance-handler
9. Resource-allocator
10. Negotiator

# 3 Levels of Leadership Analysis



# Individual Level

- Focuses on the individual leader and the relationship with individual followers
- Called the “dyadic process”
- Reciprocal Influence



# Group Level

- Focuses on the individual leader and the collective group of followers
- Called the “group process”
- How leader contributes to group effectiveness

# Organizational Level

- Focuses on how the top management influences organizational performance
- Called the “organizational process”

# **The 4 Leadership Theory Classifications Include:**

**Trait**

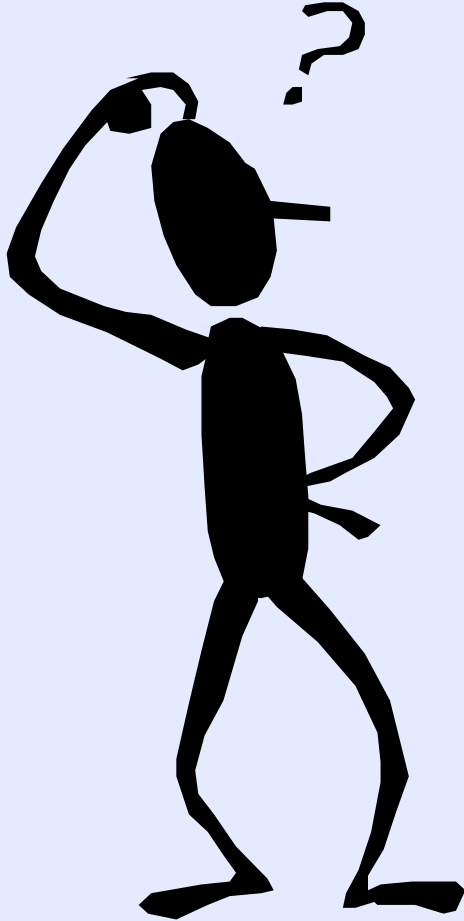
**Contingency**

**Behavioral**

**Integrative**

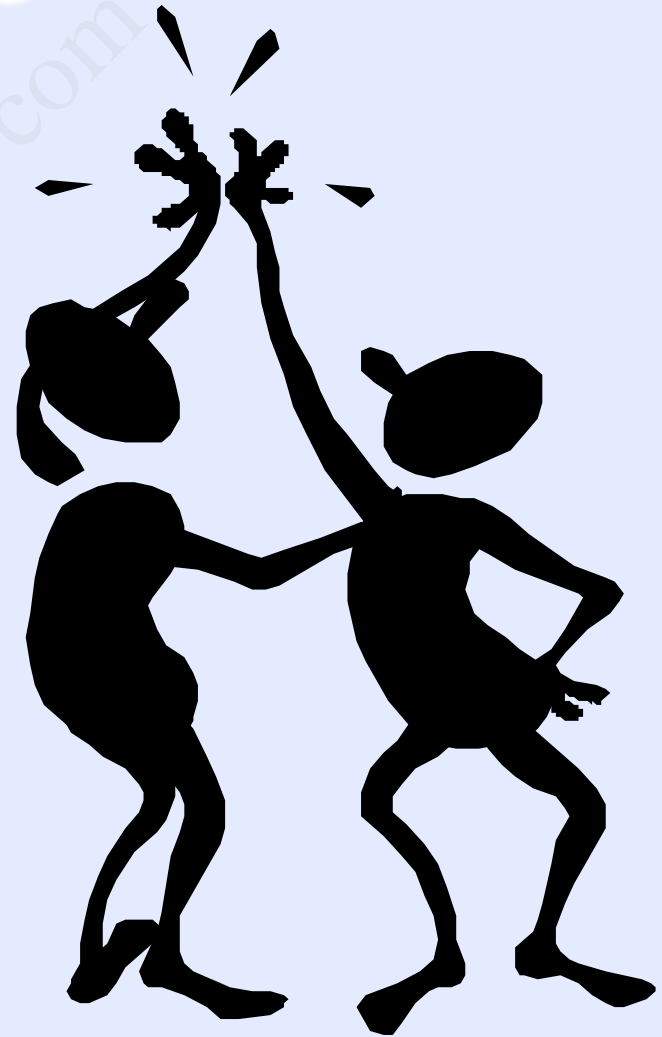
# Leadership Trait Theories

**Attempt to explain distinctive characteristics accounting for leadership effectiveness to identify a set of traits that all successful leaders possess**



# Behavioral Leadership Theories

**Attempt to explain distinctive styles used by effective leaders, or to define the nature of their work**



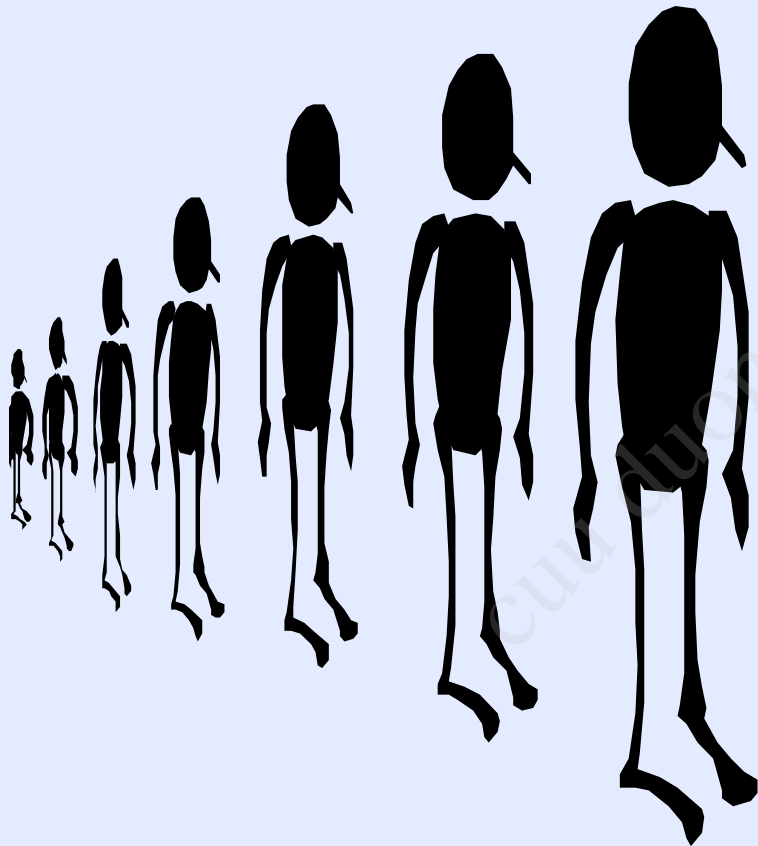
# Contingency Leadership Theories



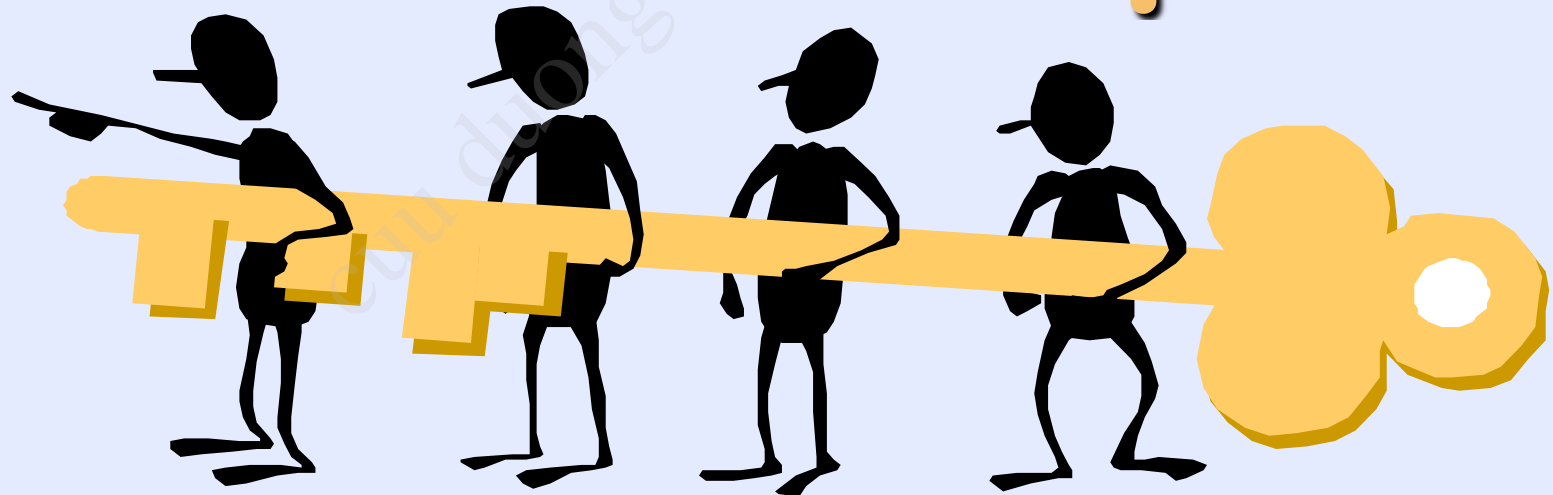
**Attempt to  
explain the  
appropriate  
leadership style  
based on the  
leader,  
followers,  
and situation**

# Integrative Leadership Theories

**Attempt to combine  
the trait, behavioral,  
and contingency  
theories to explain  
successful, influencing  
leader-follower  
relationships**



# Paradigm Has Shifted From Management to Leadership!





# Leaders vs. Managers

## Managers

- Administer
- Maintain
- Control
- Short-term view
- Ask "how & when"
- Imitate
- Accept status quo
- Do things right

## Leaders

- Innovate
- Develop
- Inspire
- Long-term view
- Ask "what & why"
- Originate
- Challenge status quo
- Do the right things

# Discussion Question #1

What is the difference between peer-leadership and coleadership?

# Discussion Question #2

Do you agree that, in general, mean or tough bosses are not successful leaders?

# Discussion Question #3

Are leaders born  
or made?

# Discussion Question #4

Why does the leadership role pervade all management behavior?

# Discussion Question #5

How is the monitor role related to the disseminator and spokesperson roles?

# Discussion Question #6

What is the key difference between the entrepreneur and disturbance-handler role?

# Discussion Question #7

Do you agree with the interrelationship, and triangle analogy, of the levels of leadership analysis?



# Discussion Question #8

How can the shift in paradigm from management to leadership possibly help-and hurt-the management profession?

# Discussion Question #9

Can a person develop critical-thinking skills of applying the leadership theory and develop leadership skills without understanding the leadership theory?