

Comparative Approaches to Leadership

	Characteristics	Research Methods
Trait 1930's/1940's	Attributes: personality, motives values skills <ul style="list-style-type: none"> ● Assumes that some people are natural leaders who have traits not possessed by others Weakness: lack of attention to intervening variables in the causal chain <ul style="list-style-type: none"> ● No traits identified that would guarantee leadership success 	Look for correlation between individual leaders attributes and criterion for leaders success, without examining any explanatory processes Later: better designed research process in discovering how leader attributes are related to leadership behaviours
Behaviour	Actions: how managers spend time, typical pattern of activities, responsibilities, functions Identifying leadership behaviours	Uses descriptive methods of data collection: direct observation, diaries, job description questionnaires, anecdotal interviews Research studies use behaviour description questionnaires, examine <i>correlation</i> between leaders behaviour and indicators of leadership effectiveness
Power Influence	Examines the influence process between leaders and other people Power important not only for influencing subordinates but also for influencing peers, superiors, and people outside the organization, such as clients and suppliers Participative leadership is concerned with power sharing and empowerment of followers, but it is firmly rooted in the tradition of behaviour research	Survey questionnaires to relate leader power to measures of leadership effectiveness Use questionnaires and descriptive incidents to determine how leaders influence behaviour of followers Laboratory and field experiments have been used to compare autocratic and participative leadership Descriptive case studies of effective managers have examined how they use consultation and delegation to give people sense of ownership for decision. This is a bridge between power influence approach and behaviour approach

Situational	<p>Emphasizes importance of contextual factors that influence leadership process situational</p> <p>Situational variables: characteristics of followers, nature of work performed by leader's unit, type of organization, nature of external environment</p> <p>Two major subcategories</p> <ol style="list-style-type: none"> 1) An attempt to discover the extent to which leadership processes are the same or unique across different types of organizations, levels of management, and cultures 2) The assumption is that different situations, and that the same attributes will be effective in different situations, and that the same attributes is not optimal in all situations (contingency theory) 	<p>Primary research: comparative study of two or more situations; the dependent variable may be managerial perceptions and attitudes, managerial activities and behaviour patterns or influence processes</p>
Integrative	<p>Theorist or researcher will include more than one type of leadership variable</p> <p>Common for researchers to include two or more types of leadership variables, however rare to find a theory that includes all of them (i.e. traits, behaviour, influence processes, and situational variables)</p> <p>Example of integrative approach is the self-concept theory of charismatic leadership which attempts to explain why the followers of some leaders are willing to exert exceptional effort and make personal sacrifices to accomplish the group objective or mission</p>	<p>Varied qualitative and quantitative</p>