

**EDLS210**

## Leadership in Education

Towards understanding leadership behaviour

Institute of Educational Leadership  
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**SESSION 3.**  
**Towards understanding leadership behaviour**

- Searching for THE formula
- From attitudinal to behavioural approaches:
- Roles in teams

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**Searching for THE formula**

- Contemporary research & approaches: Barnard, Stodgill, Hersey.
- Essentialists & non-essentialists

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**Three different attempts**

- **Everything depends on the leader.**  
(Chester Barnard, 1936)
- **Everything depends on the organization.**  
(Stodgill, 1950)
- **Everything depends on the situation.**  
(Fiedler, 1976; Hersey & Blanchard, 1977)



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**Everything depends on the leader**  
Chester Barnard, (1886-1991)

- a telecommunications executive and author of *Functions of the Executive (1936)*
- theory of organization and the functions of executives in organizations



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**Everything depends on the leader**  
(Chester Barnard, 1936)

- **Personal qualities** of the leader
  - Vitality and stamina
  - Determination
  - Influential, dependable
  - Responsibility
  - Wisdom



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**Everything depends on the organization – begin with traits**  
(Stodgill, 1948)

- In the early 20<sup>th</sup> century leadership traits were studied to determine what made certain people leaders.
- Great man theories – focused in identifying innate qualities and characteristics of great leaders.



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**Everything depends on the organization – begin with traits**  
(Stodgill, 1948)

- In the 1948 research Stodgill studied over 100 trait studies between 1904-1947.
- In the 1974 study he analyzed 163 new studies between 1948-1970.



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**Everything depends on the organization - begin with traits**  
(Stodgill, 1948)

- 1948: An average individual in a leadership role is different from an average group member in the following ways:
- 1) intelligence, 2) alertness, 3) insight, 4) responsibility, 5) initiative, 6) persistence, 7) self-confidence, 8) sociability.



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**Everything depends on the organization - begin with traits**  
(Stodgill, 1948)

<b>Physical characteristics</b> Activity Energy	<b>Personality</b> Alertness Originality and creativity Integrity, ethical conduct Self-confidence	<b>Social characteristics</b> Ability to enlist co-operation Popularity, prestige Sociability, interpersonal skills Social participation Tact, diplomacy
<b>Social background</b> Social mobility	<b>Work-related characteristics</b> Achievement drive Drive for responsibility Commitment to goals Task orientation	
<b>Intelligence and ability</b> Judgement, and decisiveness Knowledge Fluency of speech		

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**Everything depends on the organization - begin with traits**  
(Stodgill, 1948)

- 1948: The study also showed that an individual will not become a leader solely because he/she has certain traits.
- Traits need to be relevant to the situation in the organization.

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**Everything depends on the organization - conclusion**  
(Stodgill, 1974)

- Leadership is connected to the **possibilities to influence** in the organization.
- Individual leadership depends on the **management system** of the organization.

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**Everything depends on the situation** (Fiedler, 1976; Hersey & Blanchard, 1977)

- Leadership effectiveness is a function of leadership style, follower readiness, and situational factors.
- $L_e = f(ls \& fr \& sit)$



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**Everything depends on the situation**  
**Frederick Fiedler (1920-)**

- One of the leading scientists in industrial and organizational psychology
- Fiedler contingency model in 1967



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**Summary**

*Everything depends on the leader.*  
*Everything depends on the organization.*  
*Everything depends on the situation.*

- The history of the research of leadership is full of attempts to find the formula for the best and "the right" leadership behaviour.*
- Most likely, it remains unfound.*



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