

EDLS210

Leadership in Education

Towards understanding leadership behaviour

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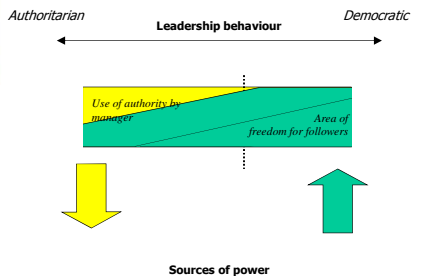
Authoritarian vs. democratic leadership

- An authoritarian leader is one who tends to centralize authority and drive power from one's position.
- A democratic leader delegates authority to others and encourages to participation.



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The early understanding of leadership behaviour




Authoritarian Leadership behaviour Democratic

Use of authority by manager

Area of freedom for followers


Sources of power



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1945 ->


- From a list of 2000 leader behaviours narrowed down to a questionnaire of 150 examples of definite leader behaviours.
- Developed the Leader Behavior Description Questionnaire - LBDQ



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- Result: two wide-ranging categories of leader behaviour types independent of each other
- CONSIDERATION
- INITIATING STRUCTURE



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CONSIDERATION

- The manager takes time to listen to people and respects their opinions.
- The manager is friendly and easy to deal with and establishes mutual trust.




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INITIATING STRUCTURE

- The manager gives tasks to people.
- The manager clarifies to people what they are expected of.
- The manager plans, organizes, provides schedules, and controls.



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- The goal was to identify the connection between leadership behaviour, team work, and team effectiveness (Katz, Kahn, Maccoby, Morse).
- Compared effective and ineffective supervisors; effectiveness of leaders was defined by the productivity of the subordinate group.



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- People-centered leadership**
 - support by the manager
 - enhancing interpersonal communication
- Task-centered leadership**
 - emphasizing goals
 - clarifying tasks



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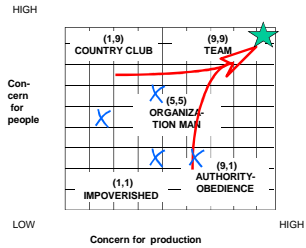
The Managerial Grid

- Blake & Mouton, University of Texas (1964, 1978, 1985)
- Builds on the work of Ohio State and Michigan studies
- Leaders were rated on a scale of 1-9 according to two criteria:
 - concern for people
 - concern for task (production)



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