

# **LEADERSHIP RESEARCH AND THEORIES**

## **LEADERSHIP TRAITS**

**Peterson and Plowman**

**Harris**

**Bennis**

## **PEOPLE/TASK MATRIX APPROACHES**

**Argyris**

**Blake and Mouton**

**Likert**

## **SITUATIONAL APPROACHES**

**Tannenbaum and Schmidt**

**Fiedler**

# **LEADERSHIP TRAITS PETERSON AND PLOWMAN**

**1957**

## **IDENTIFICATION OF ATTRIBUTES DESIRABLE IN A LEADER**

### **PHYSICAL QUALITIES**

**health, vitality, endurance**

### **PERSONAL ATTRIBUTES**

**personal magnetism, cooperativeness, enthusiasm,  
ability to inspire, persuasiveness, forcefulness, tact**

### **CHARACTER**

**integrity, humanism, self-discipline, stability, industry**

### **INTELLECTUAL QUALITIES**

**mental capacity, ability to teach others,  
scientific approach to problems**

# LEADERSHIP TRAITS

## DOUGLAS HARRIS

1988

### Assessment of Engineers

Engineering managers exceeded perceived need in

*health, endurance,  
scientific approach to problems,  
vitality, forcefulness*

Engineering managers failed to meet expectations in

*ability to inspire, tact,  
persuasiveness, stability,  
enthusiasm*

# **LEADERSHIP TRAITS WARREN BENNIS**

1994

## **CHARACTERISTICS DEFINING A BUSINESS LEADER**

**Business Literacy**

**People Skills**

**Conceptual Skills**

**Track Record**

**Taste**

**Judgment**

**Character**

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**PEOPLE/TASK MATRIX APPROACH**  
**CHRIS ARGYRIS**  
**1959**

**Effect of Organization on Individual**

**The Immature and the Mature Adult**

**ORGANIZATIONAL MECHANISMS**  
**ENCOURAGING**  
**IMMATURE BEHAVIOR**

**Formal organization structure**  
**Directive leadership**  
**Management controls**

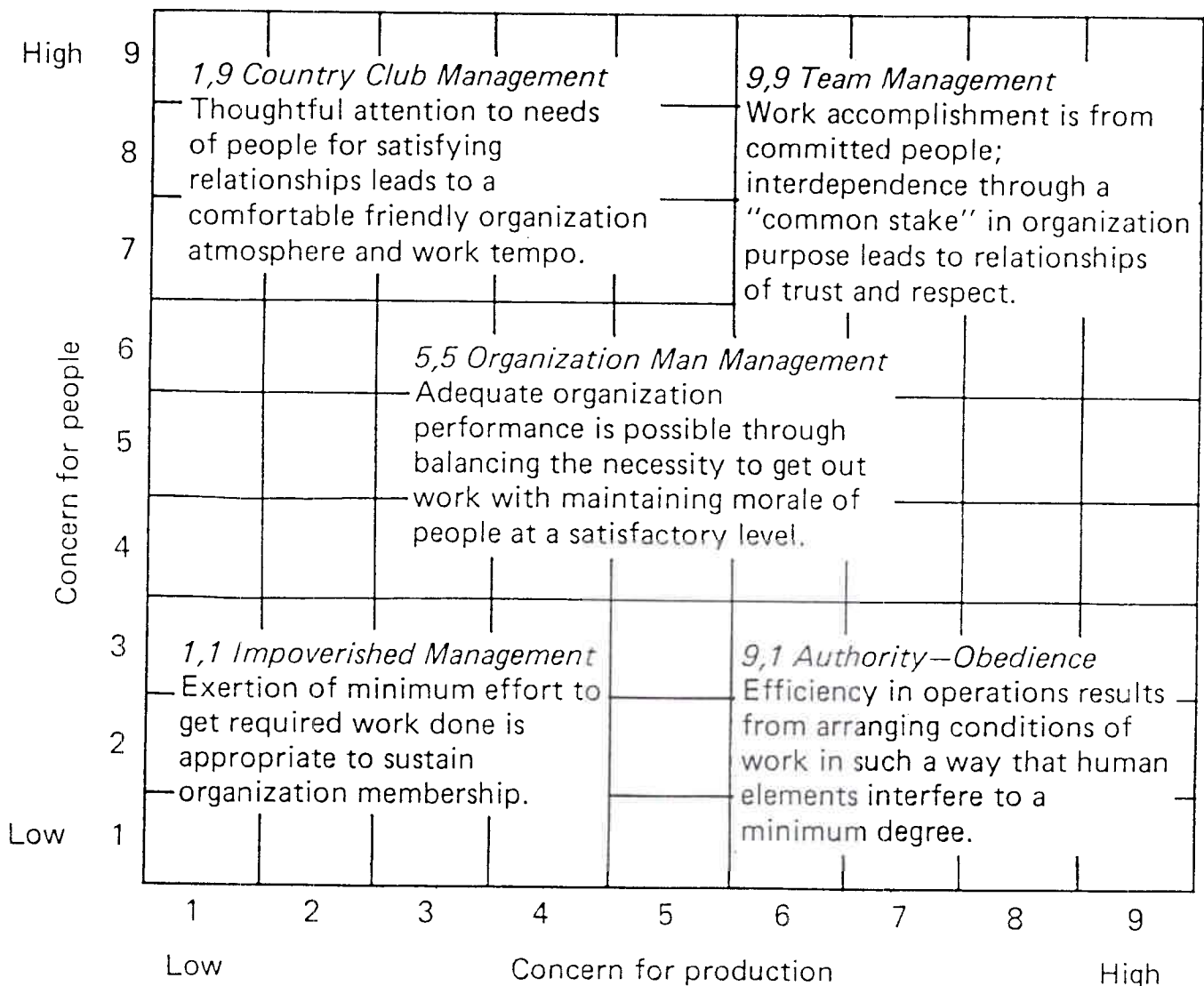
# PEOPLE/TASK MATRIX APPROACH

## ROBERT BLAKE & JANE MOUTON

1964

### THE MANAGERIAL GRID

concern for people vs concern for production



# **INFLUENCES ON MANAGERIAL STYLE BLAKE & MOUTON**

**Organizational Style**

**Personal Style**

**Personal History**

**Chance in Adopting Inappropriate Style**

**STYLE MAY VARY WITH CIRCUMSTANCES**



**PEOPLE/TASK MATRIX APPROACH  
RENSIS LIKERT  
1967**

**Organizational Management Styles**

**System 1 = Exploitive Authoritative**

**System 2 = Benevolent Authoritative**

**System 3 = Consultative**

**System 4 = Participative Group**

# **LIKERT'S CATEGORIES OF DESCRIPTIVE VARIABLES**

**Leadership processes**

**Motivational forces**

**Communication process**

**Interaction-influence process**

**Decision-making process**

**Goal setting or ordering**

**Control processes**

# SAMPLE PORTION OF LIKERT'S BASIC QUESTIONNAIRE

## Character of Communication Process

Amount of interaction and communication aimed at achieving organization's objectives	Very little	Little	Quite a bit	Much with both individuals and groups
Direction of information flow	Downward	Mostly downward	Down and up	Down, up, and with peers
Extent to which downward communications are accepted by subordinates	Viewed with great suspicion	May or may not be viewed with suspicion	Often accepted but at times viewed with suspicion; may or may not be openly questioned	Generally accepted, but if not, openly and candidly questioned
Accuracy of upward communication via line	Tends to be inaccurate	Information that boss wants to hear flows; other information is restricted and filtered	Information that boss wants to hear flows; other information may be limited or cautiously given	Accurate
Psychological closeness of superiors to subordinates (i.e., how well does superior know and understand problems faced by subordinates?)	Has no knowledge or understanding of problems of subordinates	Has some knowledge and understanding of problems of subordinates	Knows and understands problems of subordinates quite well	Knows and understands problems of subordinates very well

# LIKERT RESULTS

## MANAGEMENT SYSTEM IN EXISTENCE

Operating characteristics		System 1 Exploitive— authoritative	System 2 Benevolent— authoritative	System 3 Consultative	System 4 Participative group	Item no.
Motivations	1a					1
	b					2
	c					3
	d					4
	e					5
	f					6
	g					7
Communication	2a					8
	b					9
	c(1)					10
	(2)					11
	d(1)					12
	(2)					13
	(3)					14
	(4)					15
	(5)					16
	e					17
Interaction	f					18
	(1)					19
	3a					20
	b					21
	c(1)					22
	(2)					23
	d					24
Decision making	e					25
	4a					26
	b					27
	c					28
	d					29
	e(1)					30
	(2)					31
Goal setting	f					32
	5a					33
	b					34
Control	c					35
	6a					36
	b					37
	c					38
Performance	d					39
	7a					40
	b					41
	c					42
	d					43

# LIKERT RESULTS

## MANAGEMENT SYSTEM PREFERRED

Operating characteristics		System 1 Exploitive— authoritative	System 2 Benevolent— authoritative	System 3 Consultative	System 4 Participative group	Item no.
Motivations	1a					1
	b					2
	c					3
	d					4
	e					5
	f					6
	g					7
Communication	2a					8
	b					9
	c(1)					10
	(2)					11
	d(1)					12
	(2)					13
	(3)					14
	(4)					15
	(5)					16
	e					17
	f					18
Interaction	(1)					19
	3a					20
	b					21
	c(1)					22
	(2)					23
	d					24
	e					25
Decision making	4a					26
	b					27
	c					28
	d					29
	e(1)					30
	(2)					31
	f					32
Goal setting	5a					33
	b					34
	c					35
Control	6a					36
	b					37
	c					38
	d					39
Performance	7a					40
	b					41
	c					42
	d					43

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# **SITUATIONAL APPROACH TANNENBAUM & SCHMIDT**

## **Continuum of Management Styles**

**Autocratic => Diplomatic => Consultative => Participative**

**Most appropriate style might differ given situation**

**Consider three things in adopting management style:**

**Forces in the Manager (e.g., value system)**

**Forces in the Subordinates (e.g., degree of independence)**

**Forces in the Situation (e.g., type of organization)**

# **SITUATIONAL APPROACH**

## **FRED E. FIEDLER**

### **Contingency Theory**

#### **TWO GENERAL MANAGEMENT STYLES**

*Directive Style (like Theory X)*  
*Permissive Style (like Theory Y)*

#### **THREE CHARACTERISTICS OF WORK SITUATIONS**

*Leader-Member Relations*  
*Task Structure*  
*Position Power*



# SITUATIONAL APPROACH

## FRED E. FIEDLER

### Eight Group Situations based on Characteristics of Work Situations

	I	II	III	IV	V	VI	VII	VIII
Leader-member relations	Good				Poor			
Task structure	High		Low		High		Low	
Position power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak

Most favorable ←————→ Least favorable

**Situations I, II, III, VII, VIII**  
**"Directive" Style tended to be more effective**

**Situations IV, V, VI**  
**"Permissive" Style tended to be more effective**

# LEADING AND MOTIVATING TECHNICAL PROFESSIONALS

Eugene Raudsepp, 1960

Factors (In Order of Importance)	Fields of Engineering									No Answer
	Total	Re- search	De- velop- ment	De- sign	Oper- ation	Produc- tion	Admin. Mgt.	Sales	Other	
Type of work, interesting, diversified	45.0	52.1	45.7	45.0	42.8	41.8	41.1	43.9	46.5	41.7
Salary	33.9	31.3	39.5	37.8	25.2	32.9	34.0	31.1	23.2	16.7
Location, good place to live, family	31.2	33.6	37.3	30.2	27.7	33.6	27.1	13.5	24.5	50.0
Opportunity for advancement	29.8	22.6	25.6	27.7	27.0	32.2	39.5	36.5	22.6	8.3
Challenge, more responsibility, chance to use creative ability	16.9	18.5	15.5	17.0	20.1	19.2	18.7	22.3	25.8	25.0
Reputation, prestige of company	13.7	9.1	13.5	13.6	13.8	15.8	14.9	12.8	11.6	8.3
Working conditions, personnel policies	11.7	14.0	12.1	11.9	13.2	10.3	9.6	14.9	7.7	8.3
Growing organization, growing field	6.9	6.4	9.3	5.8	5.7	7.5	8.4	6.1	5.8	—
Security, retirement plan, benefits	6.8	7.2	7.3	6.3	12.6	3.4	6.9	5.4	3.2	8.3
Opportunity to learn, broaden experience, training programs	6.6	11.3	7.9	6.0	5.0	7.5	5.9	2.7	6.4	—
Small company	4.1	2.6	3.3	4.3	4.4	6.2	4.3	4.1	3.9	8.3
Job was available	3.4	2.6	2.6	4.9	3.1	4.8	2.8	3.4	3.2	—
Progressive research and development program	2.8	8.7	3.5	3.6	3.8	2.1	2.6	3.4	1.9	—
Own business, partnership, independence	2.7	2.6	2.0	4.0	4.4	2.1	3.5	6.8	3.9	—
Type of product	2.5	0.8	2.6	2.7	1.3	0.7	1.6	4.1	2.6	8.3
Previous association with company	1.8	2.6	1.5	1.6	1.9	3.4	1.0	1.4	1.9	8.3
Public service, humanistic reasons	1.3	1.5	0.7	0.9	2.5	2.1	1.2	2.7	1.9	8.3
Opportunity to travel	1.3	—	0.4	1.8	1.9	—	1.0	4.1	1.9	—
Regular salary increases	0.4	0.8	0.4	0.7	—	0.7	0.6	—	1.9	—
All others	1.9	1.9	2.2	1.3	1.3	0.7	2.8	2.0	1.9	—
No answer	2.7	1.5	1.5	2.7	4.4	3.4	2.4	0.7	2.6	8.3

# **LEADING AND MOTIVATING TECHNICAL PROFESSIONALS**

**A. Filley, R. House, and S. Kerr, 1976**

## **PERCEIVED ATTRIBUTES OF TECHNICAL PROFESSIONALS (in comparison to nonprofessionals)**

**Primary interest in specialties**

**Organization considered too pragmatic**

**More critical of and less loyal to organization**

**Money less important than freedom and technical support**

**Authority recognition based on expertise**

**Professional values are primary**

# **LEADING AND MOTIVATING TECHNICAL PROFESSIONALS**

**S. Kerr, M. Von Glinow and J. Schriesheim, 1977**

## **CHARACTERISTICS**

**EXPERTISE**

**AUTONOMY**

**COMMITMENT**

**IDENTIFICATION**

**CONDUCT**

**COLLEGIALITY**

# **LEADING AND MOTIVATING TECHNICAL PROFESSIONALS**

**McCALL, 1983**

## ***GENERAL AREAS IN WHICH THE LEADER CAN MAKE A DIFFERENCE***

**Technical Competence**

**Controlled Freedom**

**Leader as Metronome**

**Challenging Assignments**

# LEADING AND MOTIVATING TECHNICAL PROFESSIONALS

Utley and Westerbrook, 1988

## YOU CAN DO BETTER

Familiarity and Use of Motivational Theories by Engineering Managers

Theory	High Tech n = 229		Med Tech n = 179		Top Level n = 95		Mid Level n = 162		First Level n = 151		Total n = 408	
	F	U	F	U	F	U	F	U	F	U	F	U
Herzberg	50	28	39	16	58	31	45	21	37	21	45	23
Maslow	69	40	59	34	76	49	67	40	55	26	64	37
McGregor	60	26	51	18	64	28	59	22	48	19	56	23
Managerial Grid	44	17	40	12	52	20	38	14	40	13	42	15
Likert System IV	9	1	11	1	8	1	10	1	11	2	10	1
In Search of Excellence	66	20	64	15	87	41	63	18	54	15	65	22
McClelland	21	7	15	3	16	6	19	3	19	7	18	5
Porter and Lawler	31	15	26	9	32	15	28	14	28	10	29	13
Likert linking pin	17	7	13	4	13	5	15	4	18	7	16	6
Vroom	10	0	8	2	9	0	9	1	10	1	10	1
Argyris	16	4	11	2	14	3	10	2	17	4	13	3
MBO	87	60	85	50	96	68	89	59	77	43	86	55
Quality circles	86	38	78	34	85	46	83	40	81	26	83	36
Hersey and Blanchard	19	9	17	5	19	5	17	7	19	9	18	7
Tannenbaum and Schmidt	36	12	27	8	35	16	33	8	28	9	32	10
Ouchi	31	5	30	8	45	15	27	4	25	3	30	6
Drucker	33	6	28	5	41	11	28	4	27	4	31	6