

# LEADERSHIP SUMMARIZED MAJOR POINTS OF RESEARCH

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## ABSTRACT

Over the course of a decade, the author of this article devoted a great deal of time to read the research on leadership in a personal quest to become a better leader. This article starts with a very brief narrative summary on the history of leadership along with many of the major points on which leadership research was focused. The article finishes with a comprehensive table on all the major researchers and gurus who have published well-known works on the topic of leadership.

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## 1. Introduction

Over the course of a decade, the author of this article devoted a great deal of time to read the research on leadership in a personal quest to become a better leader. This article starts with a very brief narrative summary on the history of leadership along with many of the major points on which leadership research was focused. The article finishes with a comprehensive table on all the major researchers and gurus who have published well-known works on the topic of leadership.

## 2. Leadership research development

Initial research on leadership focused on styles of leadership. Lewin, Lippit, White (1939) appeared early on in the leadership research literature. They identified three styles of leadership based upon the characteristics of the leader-follower relationship. We had the authoritarian, democratic, or laissez-fair leader. The research showed that the most productive teams were run by democratic or participative leaders, though autocratic was the most common type found of people in leadership positions.

Many other researchers built upon this basic foundation and developed more complex and comprehensive theories and studies. Likert (1967) identified four styles, and Shartle (1956) developed the Leader Behavior Description Questionnaire – funded by the government and used mainly to assess the leadership capabilities of the military, which morphed over the years into the MLQ, the MultiFactor Leadership Questionnaire. This framework spawned four decades of research dominated by Bernard Bass (1960, 1993, 2003), Ralph Stogdill (1948, 1963, 1972, 1974), and Bruce Avolio (1999, 2001, 2009) who focused again on the specific personality traits of people to determine their ability to lead. This spurred even more leadership studies with people like William Gardner (1998), Fred Walumbwa (2008, 2008), and Warren Bennis (1990) focusing on Transactional Leadership, Authentic leadership; Transformational Leadership and Charismatic Leadership, Visionary Leadership, and any other type of leadership you might want to name.

One of the problems with paper and pencil assessment is their historical basis; many came out of the leadership research which was validated only with men, the thinking at the time being that only men could ever be consid-

ered as possible leaders. In the eighties, the focus in the research world of leadership switched to the situation rather than the characteristics of the person in the leadership role. Fiedler (1976) came up with what he called the Contingency Theory. Fiedler believed that group effectiveness was a result of how well the matching of the leaders' style was to the situation. Hoy (1987), Miskel, and Hencley (1973) followed up with what they called Situational Leadership. They identified the distinctive characteristics of the setting which determined the leader's success. Hersey and Blanchard (1969, 1982) got into the act by identifying levels of maturity of the types of interaction between the leaders and the group: Telling, Selling, Participating, and Delegating.

In 1971 House developed the Path-Goal Theory which identified which leadership behaviors worked with which situation. This soon led to Vroom's Expectancy Theory of Leadership (Vroom and Yetton 1973, Vroom and Jago 1988, Vroom and Sternberg 2002). This theory basically says that good leaders motivate people. Vroom suggested a formula:  $Motivatio = Valance \times Expectancy$  (Instrumentality). Valance is a person's instinct for either extrinsic or intrinsic rewards. Expectancy is the person's believe in their own abilities, and Instrumentality is the previous experience of the person with either getting, or not getting, promised rewards.

In the eighties, Barnes and Kriger (1986) went a step further. They suggested that previous theories of leadership were insufficient because they dealt more with the single leader followed by many. According to them, leadership could only be addressed in a pluralistic sense – including the organizational characteristics and factors rather than the abilities of any single individual within the situation.

Bass – the father of the field if there can be a father of the field – wrote in a recent article “The challenge still remains how we can best measure such exemplary leadership styles beyond simply using survey tools, as well as to develop them over time in organization” (2003: 461).

Because of the paucity of academic empirical research that leads to practical advice, filling the gap are a bevy of leadership gurus, starting with the developer of modern management, Peter Drucker (1987, 2001), but including Tom Peters (1986), Jim Collins (2001b), Ken Blanchard (1970), Marcus Buckingham (2005), Warren Bennis (1990), Steve Covey (1992), and hundreds of others.

Just about the same time all these gurus started becoming well know, there was a split in the field. In 2003 *Harvard Business Review* published Leadership Insights edited by Henry Mintzberg (2004) that deftly outlines the changing thinking on leadership during the past thirty years, starting with Abraham Zaleznik's article “Managers and Leaders: Are they Different” originally published in 1977 which, according to Mintzberg, caused an “uproar” in business schools all over the country (Zaleznik 2004). The debate: that management skills were generally incompatible with leadership skills. The debate lasted for decades. For most part, today, it is generally accepted that leadership and management are by no means the same thing, and that training for one generally precludes training for the other. Conger (2003) reviewed 15 years' research on leadership, and attributed the added attention to the global business environment, competitive pressures, and the challenges of unmotivated employees. These issues led to the flood of research in the last two years on leadership rather than management.

Differentiating management from leadership in the eighties meant going back to all the research and gurus of yesteryear and recasting whether or not they were basically talking about management, or talking about leadership. Tom Peters, though known as a management consultant, were of the group that was really more leadership oriented – as was Markus Buckingham, Steve Covey, and Jim Collins. Edward Deming, Peter Drucker, Michael Hammer, and Michael Porter were more management oriented.

Entered into this fray was the concept of emotional intelligence, first proposed in a doctoral thesis by Wayne Payne (1985). Emotional Intelligence was made more well known by Daniel Goleman (1998); and it proved to be a critical aspect in the difference between Management and Leadership. Goleman presented data that a leader's ability to resonate emotionally with others is a better predictor of effective executive leadership than general intelligence. Rudderman at the Center for Creative Leadership (CCL) did further research which empirically confirmed the relationship between emotional intelligence and leadership effectiveness (Hernez-Broome and Hughes 2004). Emotional intelligence also proved to be not only measurable, but learnable.

### 3. Major leadership notables

Below a comprehensive table (table 1) on all the major researchers and gurus who have published well-known works on the topic of leadership is presented.

**Table 1.** Summary of Seventy-five Years of Leadership Research

Name	Type (Guru or Researcher)	Type/Style/Definition/Theory
Lewin, Lippit, White (1939)	Researchers	Three leadership styles: authoritarian, democratic, or laissez-fair
Stogdill (1948, 1963, 1972, 1974), Fleishman (1956, 1957, 1998), Halpin and Winer (1957)	Researchers	Ohio Group: Consideration and Initiation of Structure
Carroll L. Shartle (1956)	Researcher	Leader Behavior Description Questionnaire (LBDQ)
Likert (1967)	Researcher	Four Styles: Participative, Exploitive authoritative, Consultative, Benevolent authoritative
Bass (1960, 1993, 2003), Avolio (1999, 2000, 2001, 2004, 2005, 2007, 2009, 2009, 2009, 1999), Jung(1999), Gardner (1998, 2005), Hunt (1967, 1993), Yukl (1971, 1982, 2008, 2009), Burns (1978), Musser (1987)	Researcher	MLQ, Transformational and Transactional Leadership Charismatic Leadership
Bennis (1990), Smith(2008), Craig (2009), Walumbwa (2007, 2008, 2009)	Guru	Authentic Leadership
Drucker (1987, 2001)	Guru	Management By Objective
Fiedler (1967, 1976)	Researcher	Contingency Theory, and Least Preferred Co-worker
Hersey & Blanchard (1970, 1969, 1972, 1981, 1982), Hoy & Miskel (1987), Hencley (1973)	Researcher	Situational Leadership
Vroom and Yetton (1973) Vroom and Jago (1988), Vroom and Sternberg (2002)	Guru	Expectancy Theory of Leadership
House (1971)	Guru	Path-Goal Theory of Leadership
Barnes and Kriger (1986)	Guru	Organizational Leadership
Aguayo (1990)	Researcher	Total Quality Management
Tennant (2001)	Researcher/Guru	Six Sigma
McLaughlin (2001), Manasse (1986)	Guru	Visionary Leadership
Maccoby (1981, 2000, 2001 a, b, 2002)	Guru	Narcissistic Leaders
Peters and Austin (1986)	Guru	Leadership Excellence
Payne(1985), Goleman (1998), Ruderman (2001), Hannum, Leslie, & Steed (2001), Mayer & Salovey (1993)	Guru	Emotional Intelligence
Porter (1985, 1991)	Guru	Competitive Strategy
Buckingham (1999, 2005)	Guru	If it ain't broke, break it
Covey (1992, 2005)	Guru	Principle-Centered leadership
Hammer (1996)	Guru	Process Re-engineering
Baldwin (2007, 2008)	Researcher	Leadership Simulation Learning
Barrett & Beeson (2002)	Guru	Leadership Derailers
Murphy (2006)	Guru	Leadership IQ
Collins (1992, 1994, 2001a, 2001b, 2005, 2009, 2011), Harrison & Clough (2006)	Researcher/Guru	Level 5 Leadership

## 4. Conclusion

One enterprising researcher decided to categorize the leaders of major corporations at the time by whether or not they were Level 5 leaders (ala Jim Collins), rated highly Emotional Intelligent (ala Goleman), and/or fit the criteria for narcissistic productive leadership (ala Maccoby). I found it fascinating – especially given that two of the people, identified as top leaders by 1999's Lessons from the Top: The Search for America's Best Business Leaders, have since been completely discredited – ending up in jail even.

Since then, I have found another leadership assessment tool that I think is superior to the existing assessments, but it has not yet been validated. It was developed by Mark and Andrea Burgio-Murphy (2006). What made this particular assessment so good was the subtlety and the length. It was only ten questions. What a good leader would answer wasn't immediately transparent. Unless you had fully internalized the underlying principles of leadership, you couldn't tell the right answer from the wrong one. I encourage you to go to <http://www.leadershipiq.com/tests/leadership-test/> and take the assessment.

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