

Leadership(C8)

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Development of leadership theories

1. Trait approach – inborn

2. Behavior approach – learned

3. Relational approach - relationship



1. Traits (Inborn)

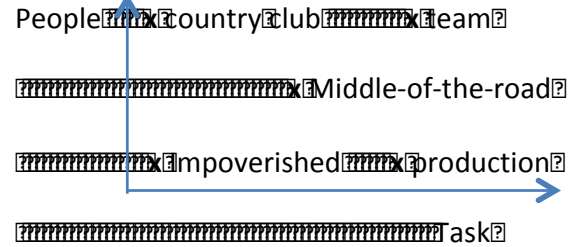
20s 30s

- Desire to lead
- Drive for achievement
- Self-confidence
- Intelligence
- Knowledge
- Honesty/integrity
- Extraversion
- Proneness to guilt

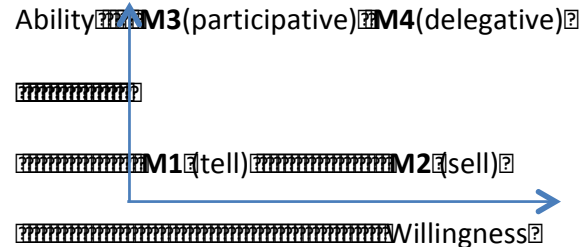
2. Leader's Behaviors (Learned)

40s 50s/70s

- **Iowa:** autocratic; democratic; laissez-faire
- **Ohio:** consideration; structure
- **Michigan:** people; production
- **Managerial Grid:**



- **Contingency (1977):** EE maturity, Maturity, Ability, Willingness



- **Path-goal:** directive; participative; supportive; achievement-oriented

EE Situation (Environment)

3. Relational/contemporary

- **Transactional:** task-oriented
- **Transformational:** inspirational; consideration; empowerment; visionary
 - Charismatic
 - Visionary
 - Team: trust; empowerment
- **Paternalistic:** authority; moral guidance; benevolence



Gone with the



插翅難飛

Joyce lun



Gone with the wings



Click the above image to watch the video