Learning Objectives

Upon completion of this unit, students should be able to:

1. Explain the meaning of leadership and how to recognize leadership qualities in yourself and others.
2. Describe how leadership has evolved and how to merge historical approaches with today’s leadership approaches.
3. Explain the importance of providing direction, alignment, relationships, personal qualities, and outcomes.
4. Explain how traditional management functions and distinguish the differences between leadership and management.
5. Classify the primary reasons for leadership derailment and provide strategies to avoid it.
6. Distinguish the six fundamental transformations in today’s leadership within organizations and their leaders.

Written Lecture

This unit introduces the concept of leadership and explains how individuals can grow as leaders. Leadership is defined as an influential relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. Thus, leadership involves people in a relationship, influence, change, a shared purpose, and taking personal responsibility to make things happen. Most of us are aware of famous leaders, but most of the time leadership that changes the world starts small and may begin with personal frustrations about events that prompt people to initiate change and inspire others to follow them. Your leadership may be expressed at work, in your neighborhood, religious community, or volunteer organizations.

Concepts of leadership have evolved over time. Major research approaches include Great Man theories, trait theories, behavior theories, contingency theories, influence theories, and relational theories.

Great Man Theories: Early leadership studies adopted the belief that leaders were born with certain heroic leadership traits and natural abilities of power and influence. Leadership was conceptualized as a single “Great Man” who put everything together and influenced others to follow along based on inherited traits, qualities, and abilities.

Trait Theories: In the 1920s, researchers looked at traits or characteristics, such as intelligence, height, and/or energy to distinguish leaders. The interest in these leadership characteristics continues today.

Behavior Theories: In the 1950s, researchers considered how a leader behaved toward followers, whether autocratic or democratic, and how this behavior correlated with effectiveness.
Contingency Theories: Researchers considered the contextual and situational variables that influence effective leadership behaviors. Situational theories emphasize that leadership cannot be separated from the group or organizational situation.

Influence Theories: These theories examine influence between leaders and followers.

Relational Theories: Since the late 1970s, leadership has focused on how leaders and followers interact and influence one another. Leadership is a relational process that engages all participants and enables each person to contribute to achieving the “vision.” Elements of all these approaches are still applicable to the study of leadership.

Leadership: a relationship of mutual influence between leaders and followers who intend real changes that reflect their shared purposes.

The biggest challenge facing leaders today is the changing world that wants a new paradigm of leadership. The new reality involves the shift from stability to change and crisis management, from control to empowerment, from competition to collaboration, from uniformity to diversity, and from a self-centered focus to a higher ethical purpose.

A paradigm is a shared mindset that represents a fundamental way of thinking about, perceiving, and understanding the world. Many leaders still operate from an old-paradigm mind-set and are increasingly ineffective. The concept of leader as hero is giving way to that of the humble leader who develops others and shares credit for accomplishments. These dramatic changes suggest that a philosophy based on control and personal ambition will probably fail in the new era. The challenge for leaders is to evolve to a new mindset that relies on human skills, integrity, and teamwork. The world of organizations is changing rapidly through globalization, shifting geopolitical forces, outsourcing, advancing technologies, virtual teams, and e-business. People feel the impact of these trends and must adapt to new ways of working. Economic uncertainty, widespread ethical scandals, war, and terrorism challenge leaders in keeping people grounded, focused, and motivated. Rapid environmental changes are causing fundamental shifts from a traditional paradigm to a new paradigm. Successful leaders will respond to the new reality.

The “soft” skills of leadership complement the “hard” skills of management, and both are needed to effectively guide organizations. Although leadership is often equated with good management, leadership and management are different processes. Management strives to maintain stability and improve efficiency. Managers and leaders are not inherently different types of people. Many managers possess abilities and qualities to be effective leaders. Leadership cannot replace management; it is in addition to management. Both leadership and management provide direction for the organization. Management focuses on plans and schedules for achieving results and allocates resources. Leadership creates a vision of the future and strategies for the changes needed to achieve that vision.

Management focuses on machines, reports, and the production of goods and services. Leadership focuses on motivating and inspiring people. Management relationship is based on formal authority. Leadership relies on personal influence, which is less likely to use coercion. Leadership attracts and energizes people with challenging jobs rather than rewards or punishments. The differing source of power is one of the key distinctions between management and leadership.
Leadership is about creating a vision for the future, designing social architecture that shapes culture and values, inspiring and motivating followers, developing personal qualities, and creating change within a culture of integrity. Leadership can be integrated with management to achieve the greatest possible outcomes. Organizations need to be managed and led, particularly in today’s turbulent environment. Many managers already have the qualities needed to be effective leaders, but they may not have gone through the process needed to bring these qualities to life. Leadership is an intentional act. It is important to remember that most people are not born with natural leadership skills and qualities, but leadership can be learned and developed. Leadership attracts and energizes people with challenging jobs rather than rewards or punishments. The differing source of power is one of the key distinctions between management and leadership.

**Learning Activities (Non-Graded)**

**Reflection Paper**

After you finish with the material for Unit I, reflect on your experience and write about it. What did you learn? What did not quite make sense? Can you apply the concepts you learned toward your career? How? The purpose of this assignment is to provide you with the opportunity to reflect on the material you learned and to expand upon those thoughts.

This is not a summary. A reflection paper is an opportunity for you to express your thoughts about the material by writing about them. Reflection writing is a great way to study because it increases your ability to remember the course material.

Use these guidelines as you reflect on the course material:
1. Write at least one page
2. Include your thoughts about the main topics
3. How does it apply to your career?
4. How does it apply to your personal life?

Format your reflection paper using APA Style. Use your own words and include citations for other articles as needed to avoid plagiarism. This is a non-graded activity, so you do not have to submit it.

**Article Review**

For this assignment, choose a peer-reviewed article to review. Search for an article related to one of the topics discussed in Unit I. Use the databases within the CSU Online Library or use another source that contains peer-reviewed articles. The purpose of this assignment is for you to practice reviewing articles related to the field. The authors of these articles are researchers and professionals in the field. Use these skills to contribute to research papers and other scholarly writing. As you read the articles, consider the following questions: How could the topic of this article apply to your personal or professional life? How could it apply to an organization you have observed?

The article you choose must meet the following requirements:
1. Peer reviewed
2. Related to the concepts within this course
3. At least five pages
The writing must meet the following requirements:

1. At least two pages
2. Identify the main topic/question
3. Who is the author's intended audience?
4. Summarize the article for page one
5. Think critically about the article and how it applies to this course for page two

Format your article review using APA Style. Use your own words and include citations for other articles as needed to avoid plagiarism. This is a non-graded activity, so you do not have to submit it.