Behavioral Models of Leadership

University of Iowa Studies
Ohio State University Studies
University of Michigan Studies
Objectives

- Examine the task & relationship studies in historical context
- Explore task & relationship leader behaviors
- Understand each model of leader behavior
- Identify positive & negative aspects of models
Setting the Scene

- Trait Approach
  - ‘Great Man’
  - Personality

- Behavioral Approach
  - Two primary behaviors
    - Task-oriented
    - Relationship-oriented
Leader Behaviors

- **Task**
  - Gives direction to group
  - Sets standards
  - Makes plans
  - Defines roles & jobs
  - Clarifies goals & tasks
  - Focuses on accomplishment of assignment

- **Relationship**
  - Is friendly & open
  - Builds community
  - Listens to suggestions
  - Self-discloses
  - Shows concern for others
  - Encourages others to achieve the goals they have set collaboratively
Kurt Lewin

- Polish Jew living in Germany under Hitler
  - Managed to escape & came to U.S.
- Fascinated by group dynamics
- Studied leadership in groups of boys at camp
Autocratic (Directive)
- Leader tells “what, when, why, & how” of task
- Followers do what they’re told

Democratic (Participative)
- Leader seeks input about task from group
- Followers & leader are equal

Laissez-faire (Delegative)
- Leader lets followers make all decisions
- Followers do what they think is best
A Continuum of Control

Laissez-Faire  Democratic  Autocratic
Findings

- Autocratic
  - High productivity
  - Hostility, aggression, blaming

- Democratic
  - Fairly high productivity
  - Camaraderie, creativity, consideration

- Laissez-faire
  - Low productivity
  - Demanding, argumentative
Ohio State University Studies

- Ralph Stogdill
  - Contracted by the U.S. military to study effective leadership
    - Industrial contexts
    - Military contexts
  - Goal was to find a universal leadership model
Ohio State University Studies (1940s-1960s)

- Initiating Structure
  - Leader organizes & structures work
    - Defines follower roles & schedules work activities
  - Followers do what they’re told

- Consideration
  - Leader builds rapport, trust, & respect
    - Nurtures followers & is collaborative
  - Followers participate in making decisions
Best of Both Worlds!

- High Structure
- Low Structure
- High Consideration
- Low Consideration
Findings

- Inconclusive
  - Some research indicated high consideration and high structure was ideal
    - Not enough research support for this premise
    - Best leadership style seemed contingent on the context
University of Michigan Studies

Daniel Katz & Rensis Likert

- Interested in management
- Studied the effect of leader behaviors on small groups
  - Organizational & contexts
University of Michigan Studies
(1940s-1960s)

- Production Orientation
  - Leader emphasizes technical aspects of work
  - Utilitarian view of followers – they are merely the tools for completing the work

- Employee Orientation
  - Leader emphasizes the personal aspects of work
    - Views followers as unique, attends to their personal needs
Best of Both Worlds II

High Production

Low Employee

High Employee

Low Production
Findings

- Inconclusive
  - Some consistency in support of a high-task/high-relationship style
  - Most research indicates that style depends on situation
Quick Review

- Iowa
  - Autocratic, Democratic, Laissez-faire
- Ohio
  - Initiating structure, Consideration
- Michigan
  - Production Orientation, Employee Orientation