



Leadership Theories in Action

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Leadership Theories in Action

Leadership is a process in which an individual influences a group of individuals to achieve a common goal. (Northouse, 2022).

- 1. Servant Leadership
- 2. Transformational Leadership
- 3. Situational Leadership
- 4. Behavioral Approach to Leadership
- 5. Other Leadership Styles





Servant Leadership

A leadership theory in which the leader emphasize the good of followers ahead of self interest to focus on follower development.

Servant leaders are ethical leaders who put followers first, empower them and develop their full capacities.

The basic principles are service and care.

Servant Leadership

Strengths

Ethical Leadership
Considers multiple stakeholders
No universal application
Measurable through assessments

Critics

No proven research to organizational impact
Leader experience burnout and lack of self care
Overly prescriptive

Application

Characteristics include humility, empathy, listening, etc.
Commitment to grow others
Mentoring/Coaching
Positive Organizational Culture

Servant Leadership in Action



Transformational Leadership

A leadership theory in which the leader changes and transforms people by influencing them to accomplish more than they believe they are capable of achieving.

The leader illustrates strong competence with a desire to influence and serve as a role model by communicating high expectations of the follower.

A transformational leader is charismatic and a visionary.



Transformational Leadership

Strengths

Evidence of effectiveness through research

Emphasizes follower's needs, values, and morals

Appealing and broad view of leadership

Critics

Leadership is a personality trait (influencer)

Ineffective with millennials

Difficult to measure its impact

Application

Focused on the vision, long term goals, and values/standards

Widely applicable

Emphasizes leader's traits

Transformational Leadership in Action





Situational Leadership

A leadership theory that believes that different situations demands different kinds of leadership skills.

Effective leadership requires that people adapt their leadership styles to the demands of different situations.

Leaders match their leadership style to the competence and needs of their followers.

Four Categories of Leadership Styles Exhibiting Situational Leadership

- **Directing** = Communication is on goal achievement. Leader spends minimal time supporting follower. Leader gives instruction and supervises carefully.
- **Coaching** = Communication is on socioemotional needs. The leader encourages the follower and assists in decision making processes.
- **Supporting** = Communication is on highlighting the follower's skills and talents. The leader listens, praises, and give feedback. The leader provides minimal input in decision making.
- **Delegating** = Communication is minimal. The leader lessens their involvement in planning, controlling and decision making.

Situational Leadership

Strengths

- Creates additional leaders
- Practical application and experience
- Flexibility
- Positive follower influence

Critics

- No proven performance measurement
- Disregards demographical influences

Application

- Consulting/Training
- Applied at various management levels
- Builds follower's capacity

Situational Leadership In Action



What type of situational leadership do you see?

Use your situational leadership model chart and consider ability and willingness levels.

Behavioral Approach to Leadership

A leadership theory approach that emphasizes the behavior of the leader. It focuses on what the leaders do and how they act.

This approach believes that the essence of leadership has 2 dimensions – task behaviors and relationship behaviors.

Task Behaviors = Facilitate goal accomplishment through organizing work, defining roles, establishing procedures, creating policies to accomplish the goal.

Relationship behaviors = Builds trust and respect to connect leaders and followers to attend to the organizational culture by establishing camaraderie.



Behavioral Approach Leadership

Strengths

Behaviors of leaders affect their followers

Allows leaders to be aware of their leadership style

Considers the task and relationships

Critics

No proven performance outcomes

No universal approach

Favorable to high engagement and relationships

Application

Widely applicable in task based applications

Training development programs

Can be altered according to leader or follower behavior

Behavioral Approach to Leadership In Action





Other Leadership Theories

Trait Approach – Individuals possess leadership traits such as drive for responsibility, persistence in pursuing goals, self-confidence, and ability to influence.

Skill Approach – Emphasizes the capabilities, knowledge, and skills that are needed for effective leadership.

Path Goal – Leaders motivate followers to accomplish the goal by coaching, directing and assisting with overcoming barriers and obstacles.

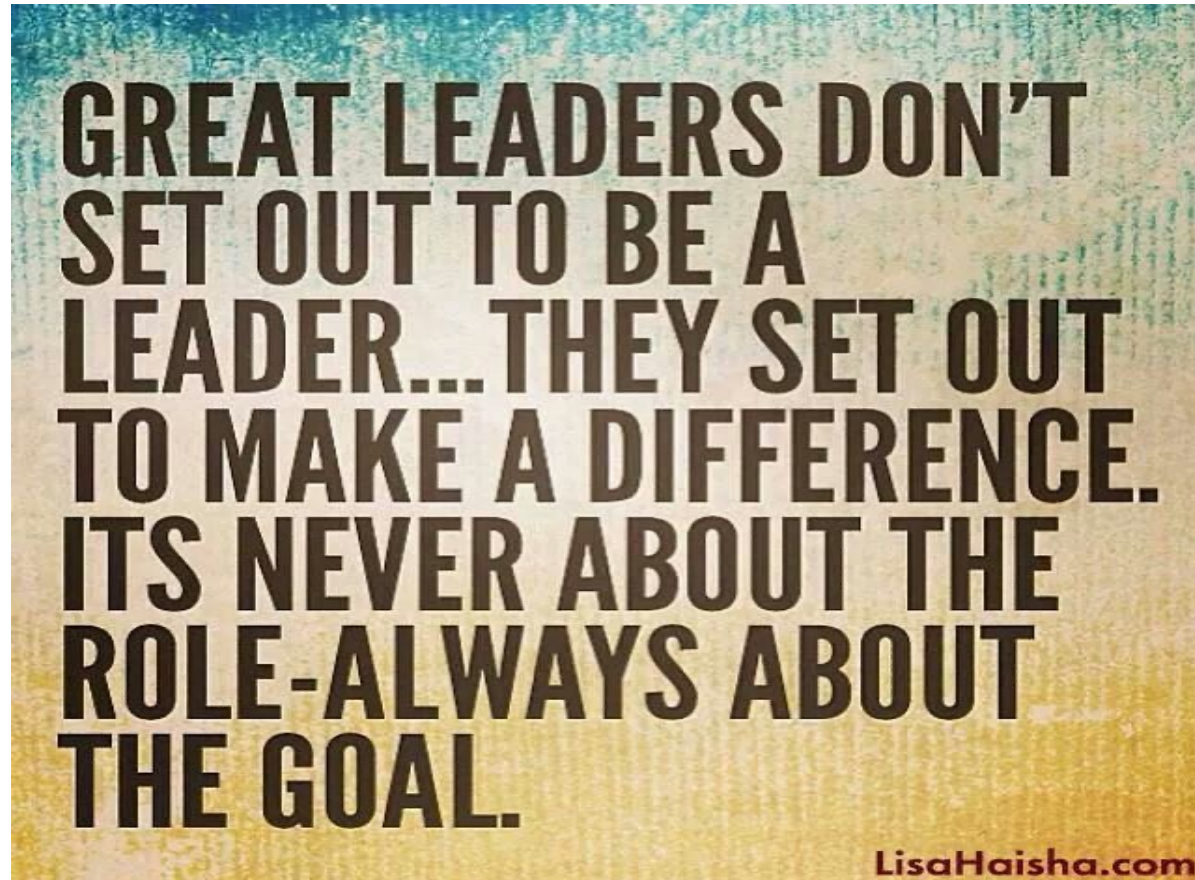
Authentic Leadership – Focuses on genuine strategies to implement as a leader through practical and personal traits.

Leader-Member Exchange (LMX) – Focuses on interactions between leaders and followers.

Adaptive Leadership – Focuses on the adaption required of leaders to overcome challenges.

Inclusive Leadership – Focuses on the two way influential process between leaders and followers that promotes diversity within an organization.

Questions / Discussion



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