

HISTORY OF LEADERSHIP STUDIES

The Connection Between the Emotional and Rational in Business

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- I. Ever since more than two people have been on the planet there has been discussions about leadership.
- II. Recorded discussions in Early Greek writings (Socrates, Aristotle and Plato) are theoretical debates about the one and the many. This is the basic question of leadership: how do we interface with others
 - a. The question of one vs. the many
 - b. Self vs. community will be a theme throughout this course
 - c. The word university is an example – where the “unit” comes into contact with “diversity” (of thought)
- III. In the academy:

Leadership has been the favorite child and the “step child” in the academy. It multidisciplinary encompassing, Social Sciences, Psychology, Philosophy, and Business.

Leadership/Management studies were originally housed in Schools of Administration

These schools were declared basically worthless early in the 1900's by both the business world and the academy as the field was not based upon any empirical data.

Schools of Business established and leadership was a component.
- IV. Management Studies and Leadership studies are connected in our history. Came from Schools of Administration that were declared useless in 1920 (by academics and business people alike). The schools then tried to think of a system that would make them more viable (or at least be perceived as more viable), so changed name to management, and decided that theories of management study would need to be proven using mathematical models. Class to discuss problems with this thinking and how it relates to leadership study. (Problem 2/3 of the Fortune 500 companies of 1990 are not alive today). In 1954 Drucker changed tone of management studies – called it a practice (skill set) like medicine.
- V. The Connection between leadership and management
 - a. Can't define either without using one of the other words
 - b. Simplistic to say they are disconnected
 - c. Management: Planning, Organizing, Leading and Controlling
 - d. Is about today – guardian, rational
 - e. Is about tomorrow – idealist, artisan
- VI. In the literature: James McGregor Burns
 - a. Word leadership appears in a dictionary for the first time in 1927 – Webster's
 - b. Studied great men wrote seminal text: Leadership in 1978- Historian
- VII. Much debate about a definition of leadership
At least two parts: Process and Content
- VIII. Much debate on how to measure successful leadership

Theories of leadership theory (not inclusive):

- **Great Man Theory**
- **Trait Theory**
- **Group Theory**
- **Situational Theory**
- **Behavior Theory**
- **Contingency Theory**
- **Excellence Theory**

A few leadership definitions (not inclusive):

- The creative and directive force of morale (Munson, 1921)
- Leadership is a process of mutual stimulation which, by the successful interplay of relevant individual differences, controls human energy in the pursuit of a common cause (Pigors, 1935)
- The process by which an agent induces a subordinate to behave in a desired manner (Bennis, 1959)
- The presence of a particular influence relationship between two or more persons (Hollander & Julian, 1969)
- Directing and coordinating the work of group member (Fielder, 1967).
- An interpersonal relations in which others comply between they want to, not because they have to (Merton, 1969)
- Transforming followers, creating visions of the goals that may be attained, and articulating for the followers the ways to attain those goals (Bass, 1985)
- The process of influencing an organized group toward accomplishing its goals (Roach & Rehling, 1984)
- Actions that focus resources to create desirable opportunities (Campbell, 1991)
- The leader's job is to create conditions for the team to be effective (Ginnett, 1996)
- Leadership is the thing that wins battles (Patton, 1940)
- Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes (1991)

“A leader needs to make sure that not only is he regularly in an optimistic, authentic, high-energy mood but also that, through his chosen actions, his followers feel and act that way, too. Managing for financial results, then, begins with the leader managing his inner life so that the right emotional and behavior chain reaction occurs.”

**Goldman, Daniel.. “Primal Leadership. The hidden driver of great performance.”
Harvard Business Review 79, 11 (12/2001) : 42-51**