EVOLUTION IN LEADERSHIP THEORY

- Transactional leadership
- Social leadership
- Situational leadership
- Transformational leadership
- Innovative leadership
- Actual ???? leadership

GHENT
UNIVERSITY

TRANSACTIONAL LEADERSHIP

- Focus on flow of work operations, predictability, instructions
- Relationship between managers and employees is a power transaction between manager and employee
- Chore tasks: planning, organizing, instructing, coordinating, controlling
- Stable organizations, stable environment

TRANSACTIONAL LEADERSHIP

- Research in transactional leadership is focused on *traits or inherent properties* of the leader
- Fayol distinguishes:

- Physical properties
- Intellectual properties   innate
- Moral properties

- General education
- Specific knowledge and skills   acquired
- Experience

GHENT UNIVERSITY

SOCIAL LEADERSHIP

- Two leadership styles:
  - **Task oriented style:** task focus and result achievement
  - **Relation oriented style:** personal motivation, taking care about people, and building constructive relationships
- Leadership is finding the right balance between task (result) orientation and social relationships

- **Leadership can be learned !!!**

RESEARCH RESULTS IN ELDERLY CARE
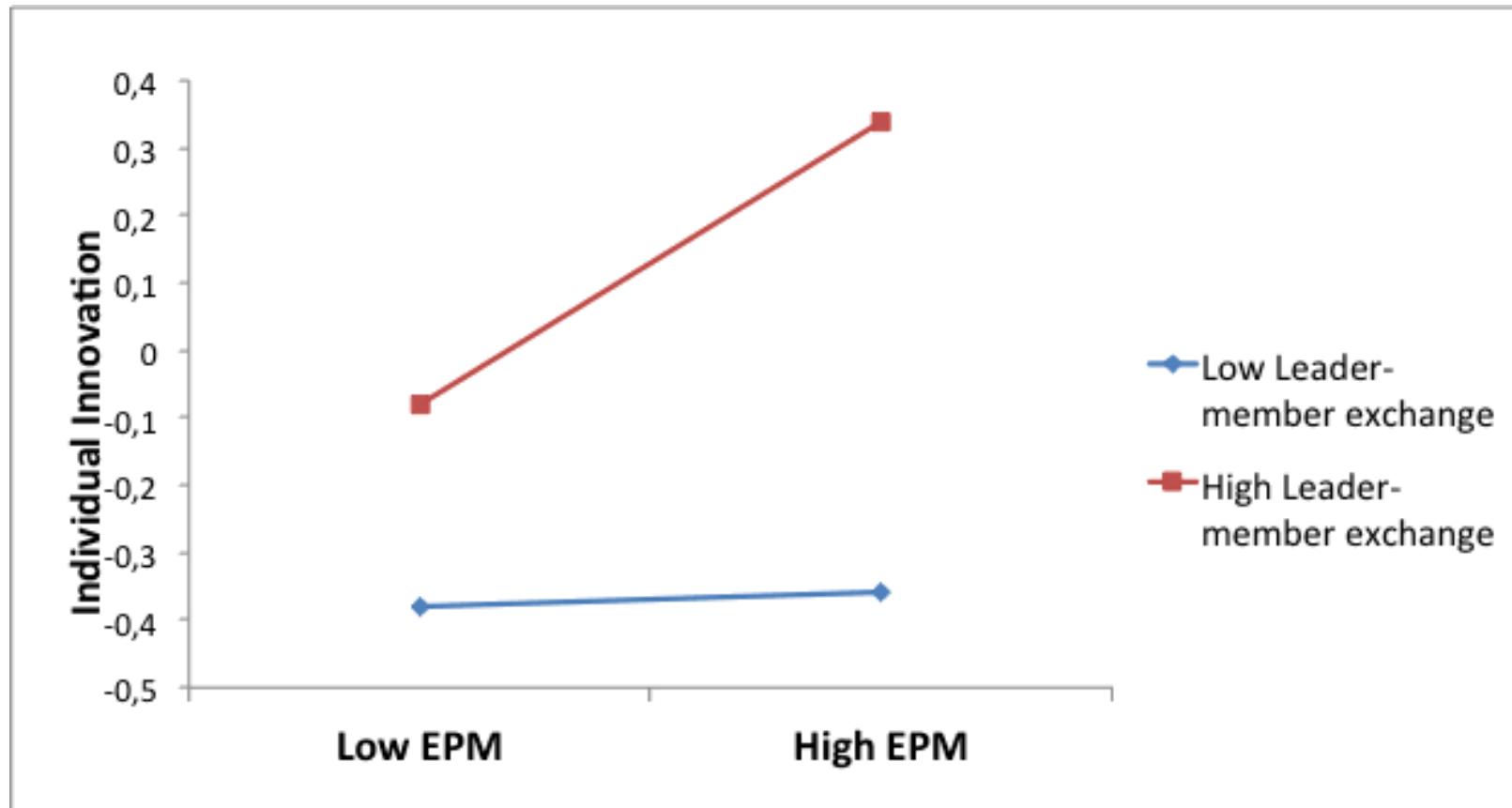
Source: Audenaert, M., Decramer, A., George, B., Verschuere, B., & Van Waeyenberg, T. (2016). When employee performance management affects individual innovation in public organizations: The role of consistency and LMX. International Journal of Human Resource Management,

SOCIAL LEADERSHIP

- Emotional intelligence: important for

  leaders
  - *Self-awareness*: read and understand employee emotions
  - *Self-management:* be under control and striving for excellence
  - *Social awareness:* empathy, navigate politics
  - *Social skills:* influence others, communication skills, networking skills
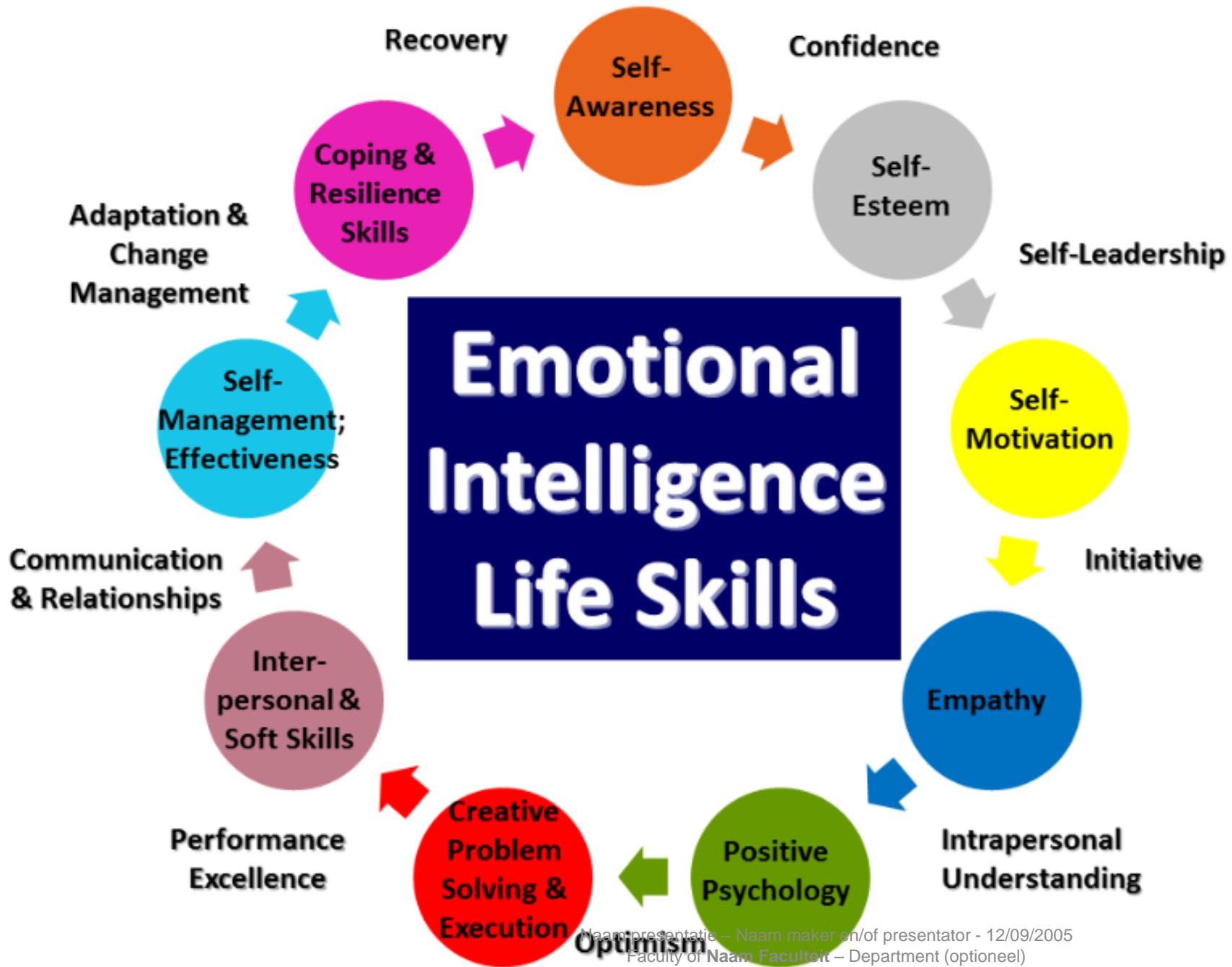
SITUATIONAL APPROACHES

- The effectivity of leadership depends on external and internal factors.
- The situational leadership style of Hersey & Blanchard (1967) describes how leaders should behave, taking into account the level of development of employees and the contingencies of the internal/external environment

SITUATIONAL LEADERSHIP

- The extent of task maturity can differ according to the contents of task or functions.
- Situational leadership distinguishes 4 different categories of task maturity
- The model is focused on the amount of steering and communication of employees needed to fulfill the exigencies of the function
- The final objective is to make employees more autonomous, entrepreneurial and accountable
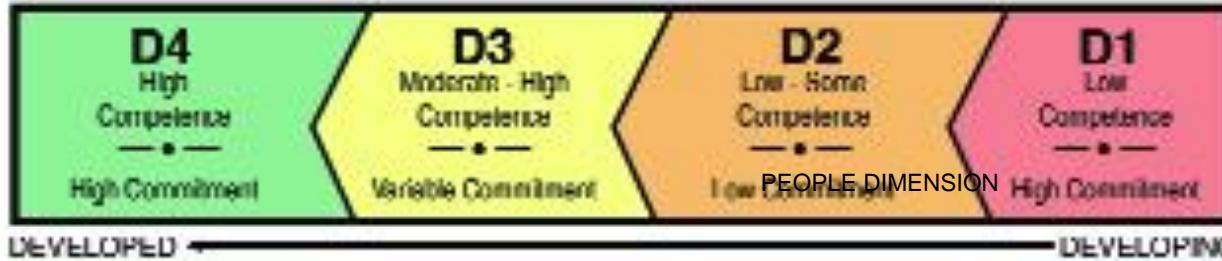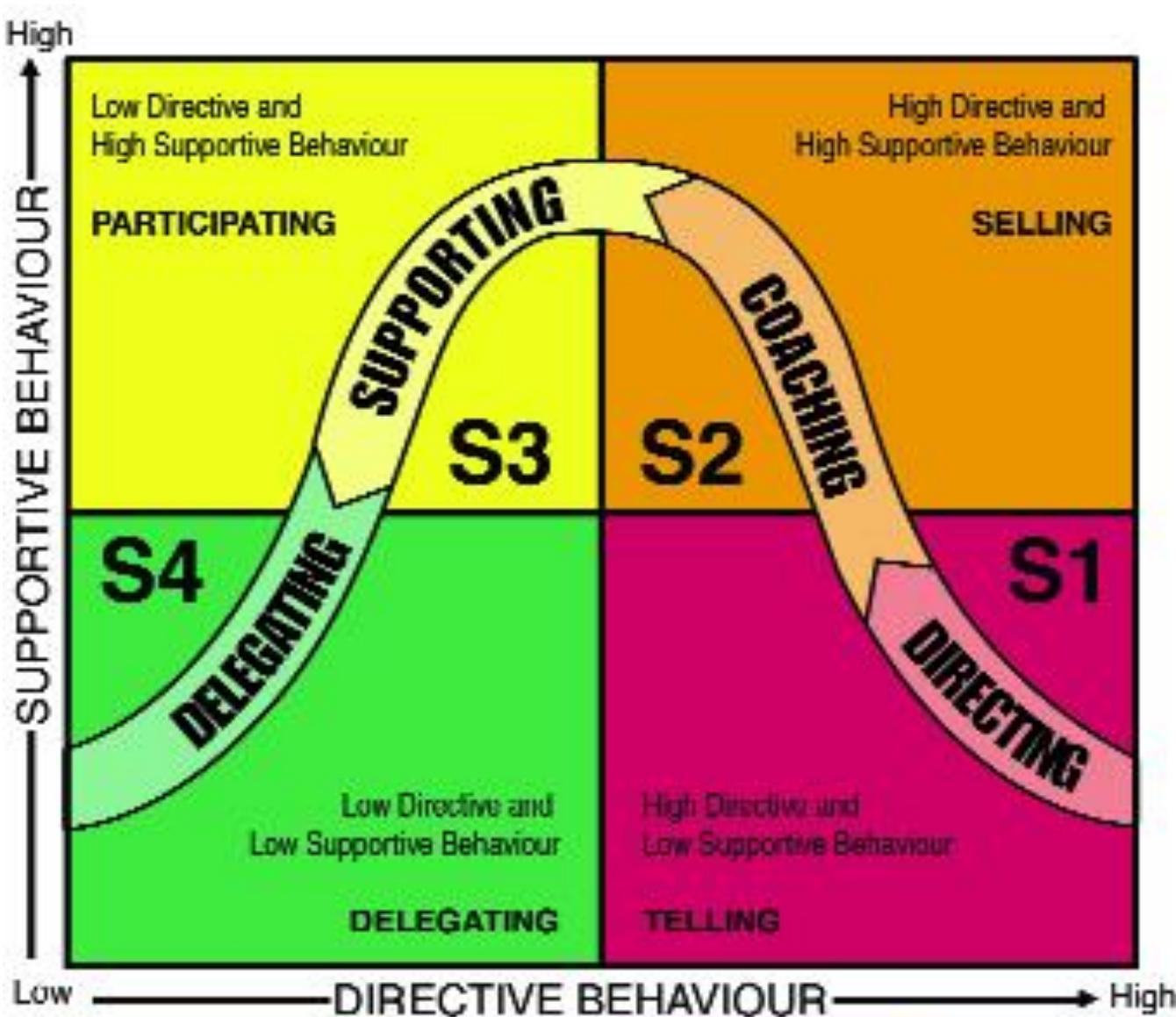
CONTINGENT FACTORS

- ***Team related contingencies***: the level of team management, intensive team management leads to more autonomy
- ***Job complexity:*** more complex jobs lead to more complex management styles
- **Organizational culture:**
- **Organizational traditions/history:**
- ***Personal competencies:*** of the leader/coach and the employee

GHENT
UNIVERSITY

RESEARCH RESULTS ON EMPOWERING LEADERSHIP (COACHING)

Legend:
- (1) High creative personality, High problem solving
- (2) High creative personality, Low problem solving

Y-axis: Creative Performance (5 to 7)

X-axis: Low empowering leadership, High empowering leadership

Data values:
- 6,527 → 6,611 / 6,583
- 5,847 →
- 5,337 → 5,941
- 5,213 → 5,541
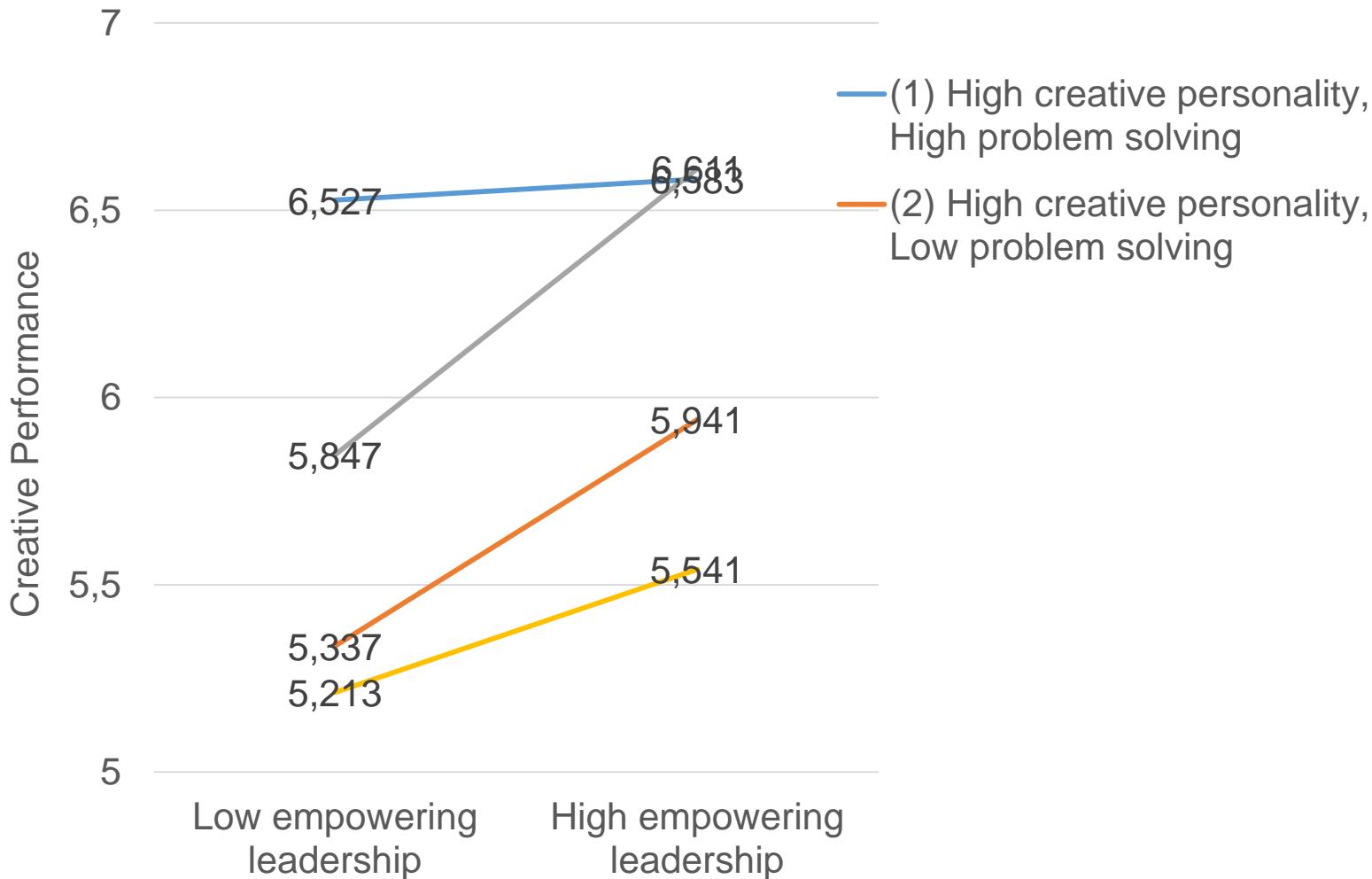
Source: Audenaert, M., Decramer, A., (2016). When Empowering Leadership Fosters Creative Performance: the Role of Problem Solving Demands and Creative Personality. Journal of Management and Organization, Forthcoming

GHENT UNIVERSITY

TRANSFORMATIONAL LEADERSHIP

- Importance of leadership as a change manager and visionary person
- Leadership based on communication, convincing others, trust, and negotiation, participation.
- Ambition and strategic insight of the leader
- Inspiring people, teams and line managers

TRANSFORMATIONAL LEADERSHIP

INNOVATIVE LEADERSHIP

- Focuses on complex services in complex organizations
- Towards learning organizations in which self-direction, involvement and autonomy grow in importance
- Effective leadership results in more adaptive and creative employees in response to wider external influences
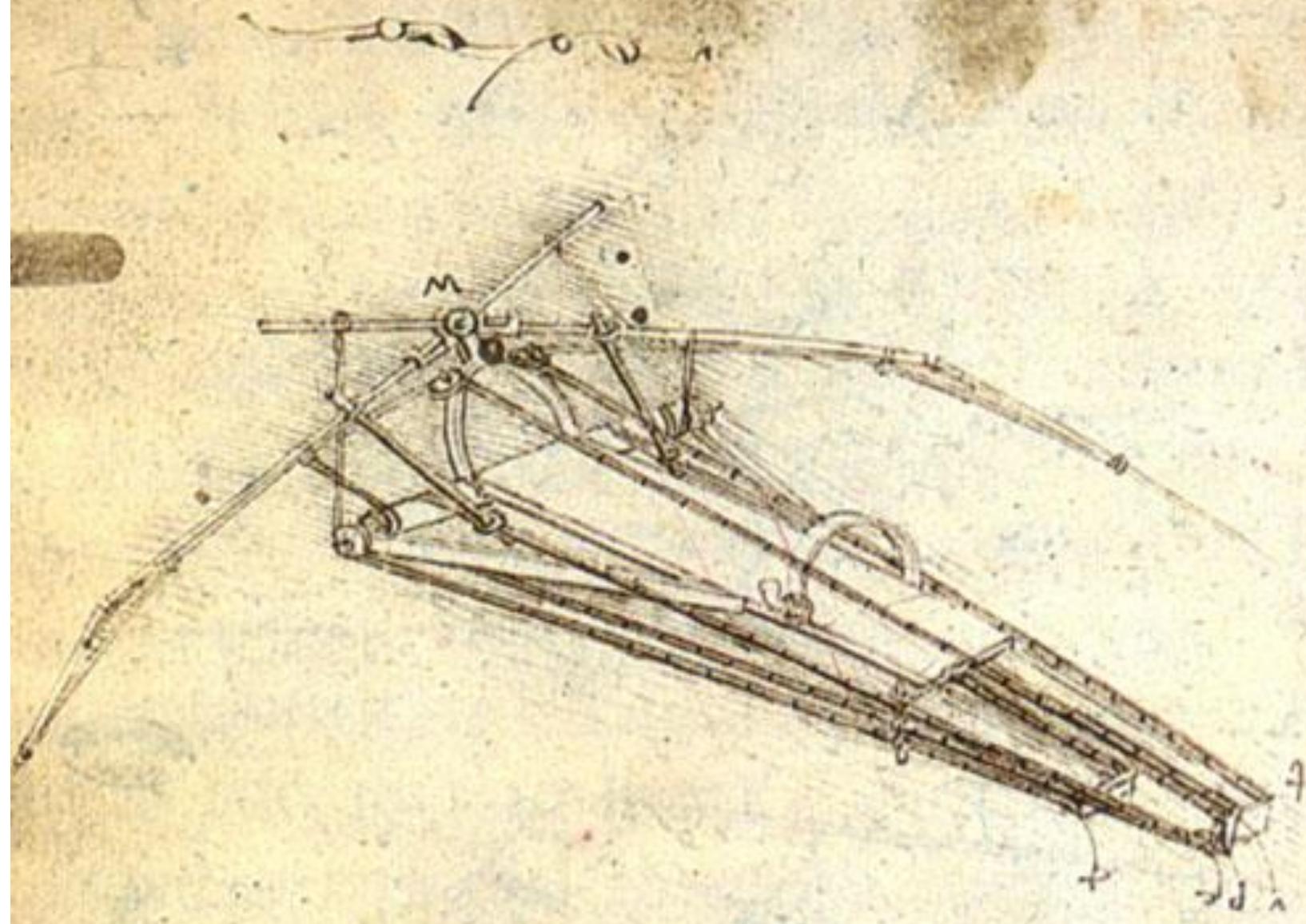
BREAK OUT MANAGEMENT PROGRAM

- The Executive Breakout program has been developed by the Innovation Academy in x with a team of international academics and practitioners in the areas of innovation, creativity and leadership. This program has been designed for middle and senior managers who want to think differently, work more collaboratively and take their team and organiZations to the next level.

GHENT UNIVERSITY

BEYONDERSHIP

- Beyondership. Leiders die streven naar Beyondership bezitten een diepgewortelde visie en stralen deze ook uit, verankerd in duidelijke waarden. Wat anderen zien als hindernissen, verwelkomen zij als uitdagingen en mogelijkheden. Ze creëren inspirerende omgevingen vol passie en volharden in het bereiken van hun doelen.

  Het gaat ze er niet om de beste van de wereld te zijn, het gaat ze om wat het beste voor de wereld is.

BREAK OUT LEADERSHIP

- Breaking with traditional ways of leadership
- Cocreation
- Lateral thinking
- Heterarchy
- Self steering teams
- Entrepreneurial employees and teams
- Organization as a network
- Rethinking organizations, HRM and management
- Other: …

BREAK OUT LEADERSHIP

– Breaking with traditional ways of leadership
– Cocreation
– Lateral thinking
– Heterarchy
– Self steering teams
– Entrepreneurial employees and teams
– Organization as a network
– Rethinking organizations, HRM and management
– Other: …

GHENT
UNIVERSITY

VANDAAG / AUJOURD'HUI

– Wat kunnen we leren uit de ervaring met nieuwe vormen van organisatie en leadership?

– Qu'est-ce que on peut apprendre selon l'expérience de nouvelles formes d'organisation et leadership?