Understanding Leadership Perspectives

Theoretical and Practical Approaches

Contents

In	troduction	1
	Competing and Conflicting Values: The Cause of the Problem	1
	The Research Foundation	
	The Purposes of Leadership	2
	The Leadership Perspectives Model	2
	The Process of Leadership	3
1	Intellectual Threads of Modern Leadership Studies	5
	We Know It When We See It	5
	The Four Historical Threads of Leadership Thought	6
	Trait Models: Who the Leader Is	7
	Behavior Theory: What the Leader Does	9
	Situational Theory: Where Leadership Takes Place	11
	Values-Oriented theory: The Fourth Theoretical Thread	. 13
	Shortcomings of Leadership Threads: Confusing Leadership	
	and Management	14
r	Values Leadership: Beyond Reductionism	15
	Leadership Happens in Relationships	.' 16
	Leadership Is Transforming of the Individual	17
	The Moral Philosophy of Leadership: What Greenleaf and Burns Began	17
	The Leadership Mindset: Alternative Ways to Think About Leadership	20
	Cultural Filters	21
	Paradigms.	22
	States of Being.	22
	Levels of Leadership	23
	Summary and Conclusions	25
2	The Leadership Perspectives Model	27
	Leadership Perspectives: The Fifth Thread of Leadership Research	28
	Research Validation of the Five Leadership Perspectives	
	Identifying Operational Categories and Leadership Elements	

viii Contents

	Leadership as (Scientific) Management	35
	Leadership as Excellence Management	36
	Values Leadership	36
	Trust Culture Leadership	37
	Spiritual Leadership.	37
	Overview of the Five Perspectives	38
	The Hierarchical (Holarchical) Pattern of Perspectives	
	of Leadership	
	Moving from One Perspective to Another.	41
	Leadership Perspectives Are Not Styles	
	Bridging the Leadership-Management Divide	44
	Summary and Conclusions	46
3	Leadership as Management	47
	Evolution of the Manager as Leader	47
	Modern Management Theories	48
	Scientific Management	49
	Behavioral Science Approaches.	50
	Emerging Functions/Issues of Management.	
٨	The Leadership Vs. Management Challenge	
	Analysis of the Leadership as (Scientific) Management Perspective	
	Efficient and Optimal Use of Resources.	
	Performance Measurement./	
	Organization*	
	Planning and Coordination	
	Incentivization	
	Control	
	Direction.	
	Summary and Conclusions.	64
4	Leadership as Excellence Management	67
	The Excellence Management Perspective	68
	Historical Roots and the Modern Quest for Quality.	68
	Defining Quality Operationally	69
	The Quality Movement in America	70
	Methods to Improve Quality Performance,	73
	Leadership as Excellence Management: Tools, Behaviors,	
	and Approaches to Followers	
	Encouraging High-Quality Products and Services	
	Process Improvement.	
	Listening Actively	
	Being Accessible.	
	Motivation	79

Contents ix

	Sharing Problem Definition and Solution	
	Expressing Common Courtesy	
	Summary and Conclusions	81
5	The Values Leadership Perspective	83
	Defining Values-Based Leadership	83
	Review of Values-Based Leadership Theory	
	An Example: The Values-Based Leadership Model	
	Principles of Values-Based Leadership Model	
	Values Leadership: Tools, Behaviors, and Approaches to Followers	
	Help Each Worker Be a Proactive Contributor to Group Action	
	Encourage High-Performing and Self-led Followers	
	Setting and Enforcing Values	
	Visioning and Focusing Communication About the Vision	
	Teaching/Coaching.	
	Empowering (Fostering Ownership)*	97
	Summary and Conclusions	91
6	Trust Culture Leadership	101
	Cultures: Definitions and the Need for Unity	101
	Defining Culture	
	The Impact of Culture on Leadership. 1;	
	Trust and Its Impact on Leadership	
	_ The Trust-Truth Model	
	The Impact of Trust on Leadership	107
	Trust Culture Leadership: Tools, Behaviors,	
	and Approaches to Followers	
	Ensuring Cultures of Trust	
	Prioritizing Cultural Values and Values-Related Conduct	
	Creating and Maintaining CultureVia Visioning	
	Sharing Governance : : : : : : : : : : : : : : : : : : :	
	Measuring, Appraising, and Rewarding Group Performance	
	Trust Team Building	
	Fostering a Shared Culture.	
	Summary and Conclusions.	
_	·	
7	The Spiritual Heart of Leadership	
	The Place of Spirit in Our Work Lives	
	Pressures That Focus Our Spirit Self at Work	
	The Power of Spirit?	
	Defining the Spiritual and Its Impact on Leadership	
	Foundations of Spiritual Leadership.	129

x Contents

A Spiritual Leadership Model	130
Spiritual (Whole-Soul) Leadership: Tools, Behaviors,	
and Approaches to Followers	135
Concern for the Integration of the Whole-Soul of Leader and Led	
Liberating People to Grow Continually	
Enabling Individual Wholeness in the Context of a Community	
Fostering an Intelligent Organization.	
Setting Moral Standards	
Inspiration	
Freeing Followers to Build Stewardship Communities	
Modeling a Service Orientation	
Summary and Conclusions	
8 Further Issues to Consider	145
The Holarchical Nature of Leadership Perspectives	146
Two More Tracks 7!	
Trans-Leadership	
Unit of Analysis: Organizational Leadership	
and Intimate Leadership	152
Typical Values of Each Leadership Perspectives and the Four V's	
Summary: The Philosophy of Leadership	
Annough Descouch Annuagh and Mathedalogy	157
Appendix: Research Approach and Methodology.	
Research Approach	157
Content Analysis	157
Semistructured Interviews.	
Review of Questions, Methods, and Model	158
Methodology: Conducting the Research	160
Methodology I: Content Analysis of Time-Controlled Essays	162
Methodology II: Semistructured Interviews of Selected	
Public Managers	164
Verification, Trustworthiness, and Validity Issues	166
Summary of Methodology	169
Key Research Findings	170
References	177
T 1	100