

1: THE DEFINITION & HISTORY OF LEADERSHIP

Discussion Questions:

1. What is leadership?
2. Why is understanding the history of leadership important?
3. When did "Leadership" begin?
4. How did "Leadership" begin?
5. What are the three historical types of leadership?
6. Is leadership a science or an art?
7. Is there a difference between leadership and management?
8. Are leaders born or made?

"A LEADER, ONCE CONVINCED THAT A PARTICULAR COURSE OF ACTION IS THE RIGHT ONE,
MUST BE UNDAUNTED WHEN THE GOING GETS TOUGH."

~Ronald Reagan

1. What is leadership?

- A. People who research leadership actually disagree more than expected about what leadership really is. Most of this disagreement stems from the fact that _____ involving the leader, the followers, and the situation.
- B. The best way to begin our study of the complexities of leadership is to see some of the _____ of leadership by well-known leadership researchers.
- C. The various definitions help us appreciate the _____ that affect leadership, as well as different perspectives from which to view it.
- D. Although such a large number of leadership definitions may seem confusing, it is important to understand that _____ is accepted by all leadership authorities.

- E. For general discussion, we will use a definition shared by many management professors at Utah Valley University. Throughout this course, we will define leadership as the _____ others toward a goal. A goal can be a task, objective, or mission.

LEADERSHIP AND MANAGEMENT (Bennis, 1989)

Managers administer; leaders innovate.
Managers maintain; leaders develop.
Managers control; leaders inspire.
Managers have a short-term view; leaders have a long-term view.
Managers ask how and when; leaders ask what and why.
Managers imitate; leaders originate.
Managers tell; leaders ask.
Managers do things right; leaders do the right things.

2. Why is understanding the history of leadership important?

- A. The progression of society has been greatly influenced by leaders. When you understand the leadership of an era, you better understand how and why _____ happened as they did.
- B. Events throughout history have played a vital role in the evolution of “Leadership”—from prehistoric civilizations where leadership behavior was tribal to kings and their kingdoms in which “Leadership” was more culturally organized, to the progressive leaders of today who are quite varied in their approaches. We can look at each period of time and notice certain practices of leadership, based upon _____ of a given society. When studying leadership, we must be able to take an historical look at leadership practices, seek to understand them from their cultural perspective, and then seek to understand and _____. Through this process, society can identify more varied and complex leadership behaviors and _____ for today’s modern and ever-changing global environment.

3. When did leadership begin?

- A. Much of the research on leadership theory has been compiled in the past few decades, but it is apparent that the practice of leadership has been studied since the _____ . Although primitive, human organizations in prehistoric times probably experienced many similar challenges to those we face today, and would have looked to someone for guidance and authority. From biblical stories of Moses and his leadership of the Hebrews to the study of _____ who organized themselves collectively, it is clear that human beings have always organized themselves with some type of leadership structure.

4. How did leadership begin?

- A. Because of the harsh conditions in which many early civilizations emerged, having an effective leader was _____. Leaders of tribes and nomadic groups probably served in the capacity of coordinator and/or expert. This meant that a highly skilled individual—most likely male—directed tribal functions.
- B. Leaders were often chosen based on ability, which meant that the qualifications to be a leader would have been based on _____ and the ability to lead the members of the tribe into environments in which they could thrive.

5. What are the three historical types of leadership?

- A. Leader-centric. As we look from prehistoric to Biblical times, many components of early leadership still existed. With the emergence of Christianity, organized religion, and more permanent civilizations, however, leaders became more of a fixture. _____ were considered the leaders of territories. Organized governments and militaries also existed, but the role and responsibility of the King was ubiquitous.

Rather than leaders being chosen, _____ – thereby passing power from generation to generation. According to ancient legend, God held royal families in favor, and that the most capable leaders would be the offspring of other great leaders. History shows us that oftentimes this was true, but sometimes it was not, and history has demonstrated repeatedly that _____ do not necessarily produce great leaders.

The idea that one person could hold all power has been reflected in many social settings. During Biblical times, the Dark Ages, and through the Renaissance, _____ of government, business, and family units. Because the leader was in charge of all decision making, citizens and employees were limited to the capacity of merely following directions. This created a segregation of social classes that further validated the theory that leaders were in ultimate control of their followers' lives.

- B. Follower-centric. During the industrial revolution of the 19th century, _____ required that the workforce expand. For hundreds of years, employees, or followers, relied on the direction and inspiration of their leaders. But with technology booming and the need to *produce* increasing, followers saw the opportunity to regain the control they felt they deserved. By the late 1800's, many researchers in the emerging fields of psychology and sociology began presenting ideas to industry leaders that would increase _____ and boost revenue.

Many leaders were unwilling to give up total control and give _____. However, leaders discovered that by increasing the responsibility of their workers and treating them more equally, productivity did in fact increase.

This theory was substantiated after a long-term study was done in the 1920's, in which it was proved that when supervisors gave _____ to their workers, job satisfaction increased. This landmark study redefined the role of leaders, taking the focus off of them for the first time in centuries and involving the people who followed them.

- C. Situational-centric. By the 1970's, research turned to finding a way to provide the best possible form of leadership. With a growing workforce, many organizations began _____ to groups, committees, and key employees. Because of the diversity, leadership began to evolve into an instinct rather than a pattern. Much like a parent deals with children, leaders began to base their style on specific circumstances—according to follower capabilities and the complexity of each task.

The idea that there was no best way to perform as a leader created a _____ and changed the nature of leadership studies—recognizing that leadership can be seen and described with many different models in mind.

6. Is leadership a science or an art?

- A. Leadership is a _____ of acquiring certain desirable traits of social influence so leadership is both a science and an art.
- B. The scope of the science of leadership is reflected in approximately _____ reported in a 1990 authoritative reference work, *Bass & Stogdill's Handbook of Leadership: Theory, Research, & Managerial Applications*.
- C. It is important to remember that being an expert on leadership research is not a requirement for and does not guarantee being a good leader. However, understanding some of the major research findings and their impact can help individuals better analyze situations using a variety of perspectives, thus, _____ about how to be more effective.
- D. Two key words that describe the impact of leadership are _____ and _____.

7. Is there a difference between leadership and management?

- A. It is natural to see a relationship and many connections between leadership and management, but there are _____.
- B. To many scholars, the word _____ suggests words like efficiency, planning, paperwork, procedures, regulations, control, and consistency.
- C. _____ is often more associated with words like risk taking, dynamic, creativity, change, and vision.
- D. Many modern-day leadership experts simply say that leadership deals with doing the _____ things, whereas management deals with doing _____ right.

8. Are leaders born or made?

- A. Some people come from family and cultural environments that provide more opportunities to acquire natural talents, develop early physical and personality characteristics and offer certain advantages or disadvantages to boost one's self-confidence. However, a person develops into a leader through _____
_____ that allow one to successfully handle different situations and people in different environments.
- B. _____ not born. If people have the desire and willpower, they can acquire the knowledge, skills, and attitudes to become effective leaders. Good leaders develop through a never-ending process of self-study, education, training, and experience. The best leaders are _____
_____.