

Leadership Theories

- **Great Man Theory**
- **Trait Theory**
- **Behavioral Theories**
 - Role Theory
 - The Managerial Grid
- **Participative Leadership**
 - Lewin's leadership styles
 - Likert's leadership styles
- **Situational Leadership**
 - Hersey and Blanchard's Situational Leadership
 - Vroom and Yetton's Normative Model
 - House's Path-Goal Theory of Leadership
- **Contingency Theories**
 - Fiedler's Least Preferred Co-worker (LPC) Theory
 - Cognitive Resource Theory
 - Strategic Contingencies Theory
- **Transactional Leadership**
 - Leader-Member Exchange (LMX) Theory
- **Transformational Leadership**
 - Bass' Transformational Leadership Theory
 - Burns' Transformational Leadership Theory
 - Kouzes and Posner's Leadership Participation Inventory

**Leadership, as the public tells the pollsters,
is in disappointingly short supply. ...**

(US News & World Report, Oct. 31, 2005)



25 AMERICA'S BEST LEADERS

Selection Criteria

- Accomplishments in last five years
(*So what happens matters.*)
- Values
(*Speaks to conversation about "Is leadership values neutral?"*)
- Durability
(*Not a flash in the pan...*)
- Commitment to developing other leaders
(*Speaks to capacity lecture.*)

"What they all share is a clearly articulated vision, measurable results, and, in the words of one management guru, Big Hairy Audacious Goals."

25 AMERICA'S BEST LEADERS

- | | |
|---|--|
| ■ Shirley Franklin – Mayor of Atlanta | ■ Bill Drayton – CEO, Ashoka |
| ■ Larry Page and Sergey Brin
– Founders, Google | ■ Francis Collins and J. Craig Venter
– Human Genome Mappers |
| ■ Donna Shalala – President, U. of Miami | ■ David Petraeus
– Lt. General, U.S. Army |
| ■ Antonio Villaraigosa
– Mayor, Los Angeles | ■ Bill and Melinda Gates – Founders,
Bill and Melinda Gates Foundation |
| ■ Colin Powell – Soldier, Statesman | ■ Meg Whitman
– President and CEO, eBay |
| ■ Thomas Friedman – Journalist | ■ Brian Lamb
– President and CEO, C-Span |
| ■ Oprah Winfrey – Entertainment Mogul | ■ Geoffrey Canada
– CEO, Harlem Children's Zone |
| ■ Howard Schultz – Chairman, Starbucks | ■ Bill Shore
– Founder, Share Our Strength |
| ■ Rich Warren – Author, Pastor, Motivator | ■ Condoleezza Rice
– U.S. Secretary of State |
| ■ Steve Jobs – CEO, Apple | |
| ■ Roger Ailes – Chairman and CEO,
Fox News Channel | |
| ■ Paul Farmer and Jim Yong Kim
– Founders, Partners in Health | |

“There is absolutely
no single way to lead.”

- Brian Lamb

“Our perception of the
change potential in
others is dependent on

our own change
potential.”

Clarity of Vision and Unwavering Focus

- **Franklin:** crafting a clear message; staying intensely focused.
- **Powell:** leadership is all about establishing a mission. Great leaders articulate what the mission is –in a simple way and pursue it selflessly.
- **Gates:** success comes from acute vision and the ability to mobilize others in the service of the vision.
- **Canada:** BIG CLEAR VISION.
- **Farmer and Kim:** just envisioned things no one else could.
- **Collins:** brash vision that inspired very smart people to join this team.
- **Jobs:** doesn't listen to the crowd -- forged a different path.

“Vision brings into
focus a future we have
not yet imagined.”

Flexible and Adaptable

- **Petraeus:** flexible mind is essential in tough, ambiguous situations.
- **Farmer and Kim:** found ways that were supposed to be impossible.
- **Venter:** challenged by Collins, adapted his strategy and was able to compete.
- **Whitman:** comfortable influencing relationships and going with the flow, rather than controlling events.
- **Gates:** embraces smart risk.
- **Shultz:** we must keep innovating if we want to lead.
- **Oprah:** not great with the big idea; builds on someone else's big idea.

“When you are building
a bridge as you walk on
it, you must be open
and adaptable.”

Confidence

- **Drayton**: simply believe in the power of the idea.
- **Shalala**: described by Gloria Steinem as “pathologically secure.” When things don’t work, she just keeps working.
- **Villaraigosa**: down many times – and always stood by up and kept moving forward.
- **Collins**: believed he could best the efforts of the U.S. govt.
- **Whitman**: confident the team will find the way; believes people are basically good so we should trust them.
- **Oprah**: “A true leader can still hear his or her own voice.”
- **Villaraigosa**: leadership is not about being afraid to lead or afraid to make mistakes; despairs that our culture is about being safe and risk adverse.
- **Friedman**: if afraid to be wrong, we will never be right.

“Don't call it uncertainty -
- call it wonder.
Don't call it insecurity --
call it freedom.”
- Osho

Determination and Hard Work

- **Franklin:** learned how a city works; knows her stuff.
- **Friedman:** says always been far from the brightest guy on the block -- just works really hard.
- **Jobs:** holds to “passionate perfectionism.”
- **Rice:** noted for “discipline and drive.”
- **Canada:** says great leaders have to be indefatigable.
- **Praetetus:** need to be physically fit as well as knowing the essential skills of one’s organization.
- **Ailes:** flat out refuses to lose.

“Do you see it as failure
or as not yet?”

Desire to Serve Others

- **Page and Brin:** Google corporate slogan: Don't be Evil. 1% of profits to "make the world a better place."
- **Oprah:** supposedly destined to be a maid for white folks. She believes "My responsibility is not just to myself."
- **Warren:** the greatest leaders are those who serve others."
- **Gateses:** uses their money to fund Foundation to help the world.
- **Shore:** makes it his "business to care."
- **Shultz:** has a 100% commitment to "leave no one behind... careful not to let values be compromised by the ambition to grow."
- **Franklin:** asks "What's the right thing to do?" and does it.

"The only true happiness
comes from squandering
yourself for a purpose."
- Warren Bennis

Listening

- **Page and Brin:** insist on flat structure so good ideas can be heard.
- **Shalala:** called a “great listener.”
- **Friedman:** credits his success to great curiosity and a “wide network for input.”
- **Ailes:** a natural networker.
- **Whitman:** believes in conversing, not commanding; asking questions, not providing answers.
- **Lamb:** manages by walking around; hires people in whom he has confidence and then leaves them alone.

“When we KNOW, the learning is done.
When we are in inquiry,
we are poised to learn.”

Connects with People

- **Shultz:** “People aren’t much interested in how much you know. It’s how much you care.
- **Warren:** believes leading is learning.
- **Drayton:** an introvert with charisma that comes from genuine interest in people and skillful listening.
- **Whitman:** eschews a corner office to work in a cube.
- **Shalala:** has “goodness of heart.”
- **Shore:** connects with people so that they want to pitch in.
- **Lamb:** known for his loyalty to his staff.

Selling ideas begins first
on the level of emotion.
Behind every action
is an emotion.