



College of Nursing
UNIVERSITY OF THE PHILIPPINES MANILA
The Health Sciences Center



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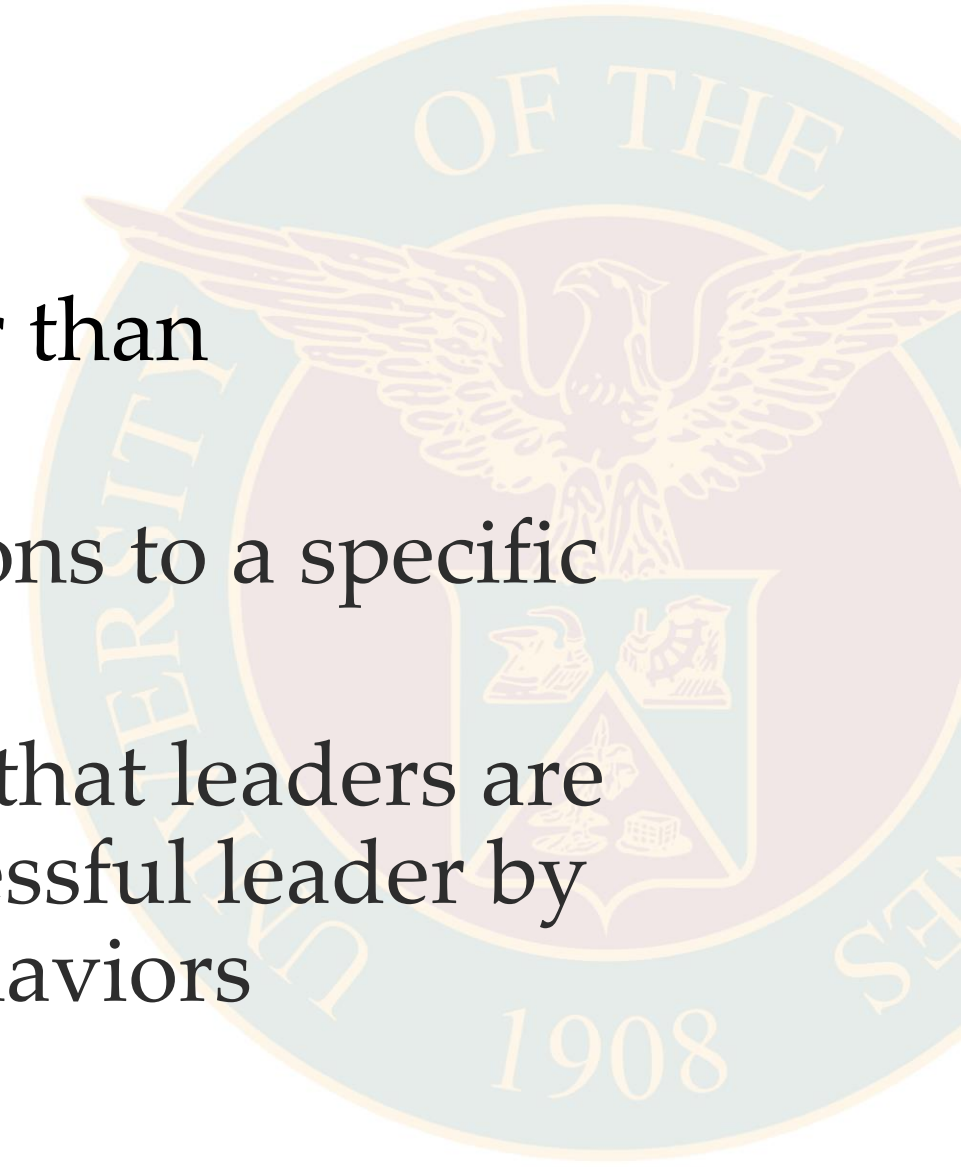
Leadership Theories, Styles and Skills

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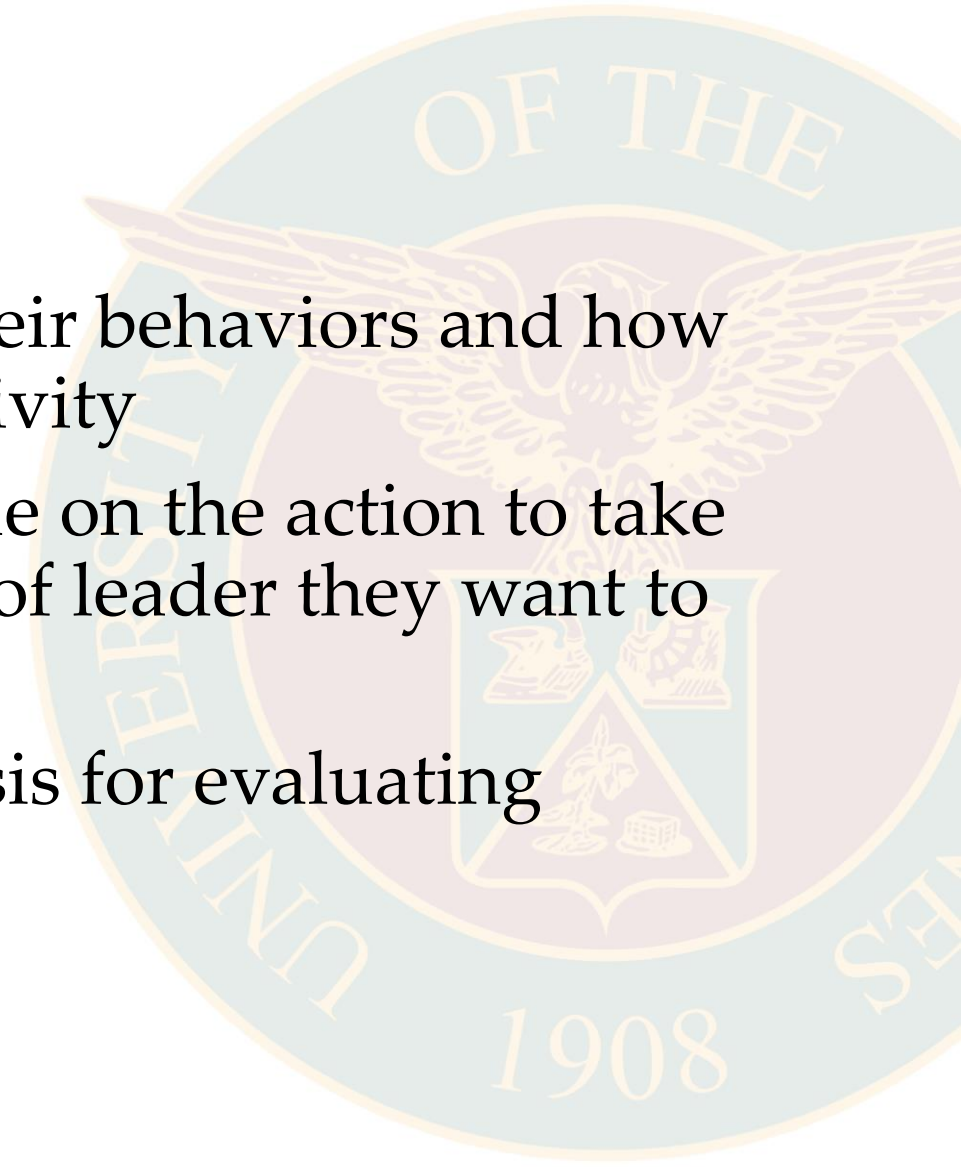
Behavioral Theory

- Focus is on action/behavior rather than qualities/traits
- Involves analyzing a leader's actions to a specific situation
- Proponents of this theory believe that leaders are made, anyone can become a successful leader by learning and adopting certain behaviors



Implications to Leadership

- Encourages leaders to be self-aware of their behaviors and how these affect follower morale and productivity
- Allows for flexibility as leaders can decide on the action to take depending on the situation and the type of leader they want to be
- Identifying behavior/s that can be the basis for evaluating performance of a leader or manager



Behavior Theory & Leadership Styles

- Lewin (1951) and White and Lippitt (1960) isolated behaviors associated with certain Leadership Styles
- Leadership Styles – combination of task and relationship behaviors employed to influence others to accomplish goals (Huber 2014)

Leadership Styles (White & Lippitt)

- Autocratic
- Democratic
- Laissez-faire



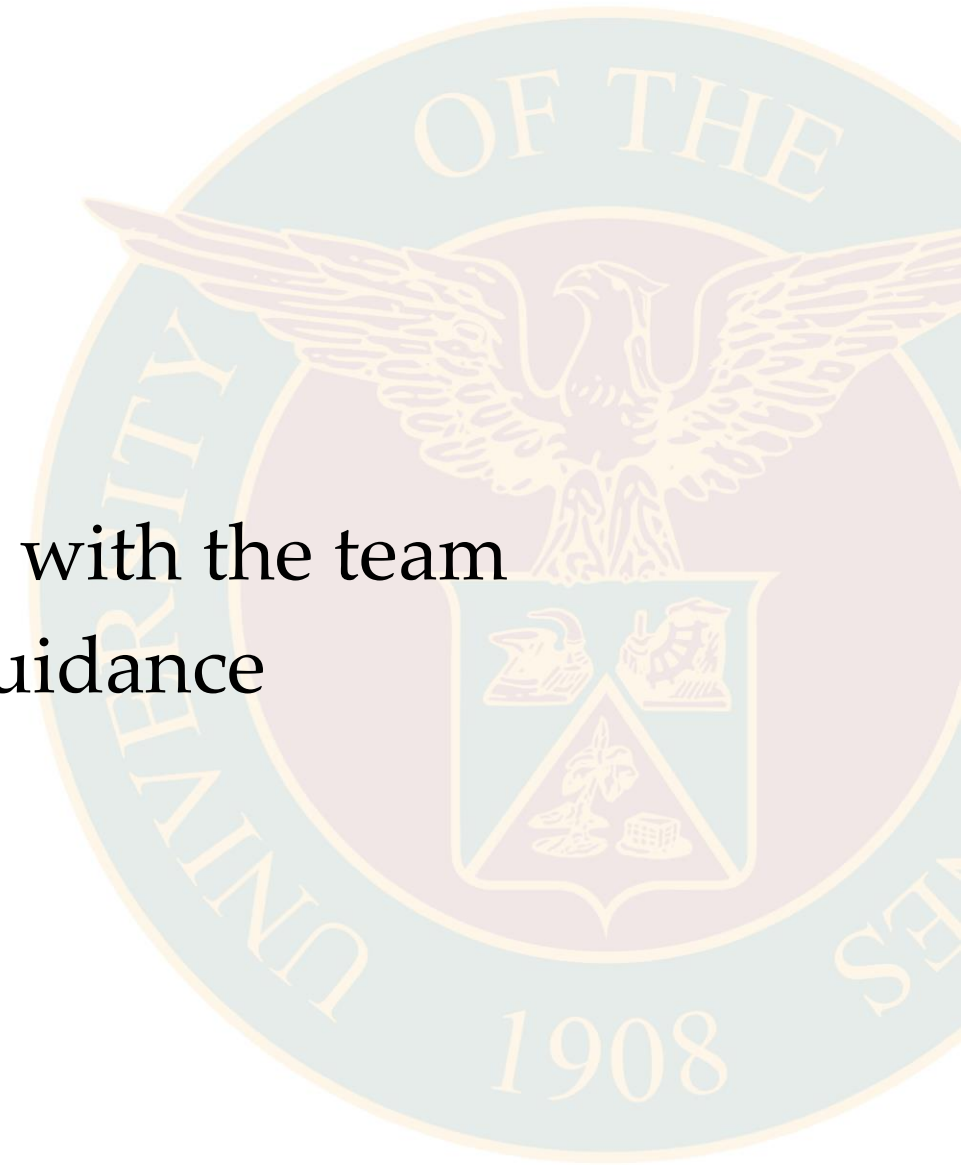
Autocratic (Authoritarian)

- Uses directive behaviors
- Exercises strong control over the group
- Decision-making lies on the leader
- Motivation is by coercion
- Communication flows downward
- High concern for task
- Criticism is punitive



Democratic (Participative)

- Espouses shared leadership
- Moderate control is maintained
- Plans, policies and decisions are made with the team
- Direction is through suggestion and guidance
- Communication flows up and down
- Criticism is constructive



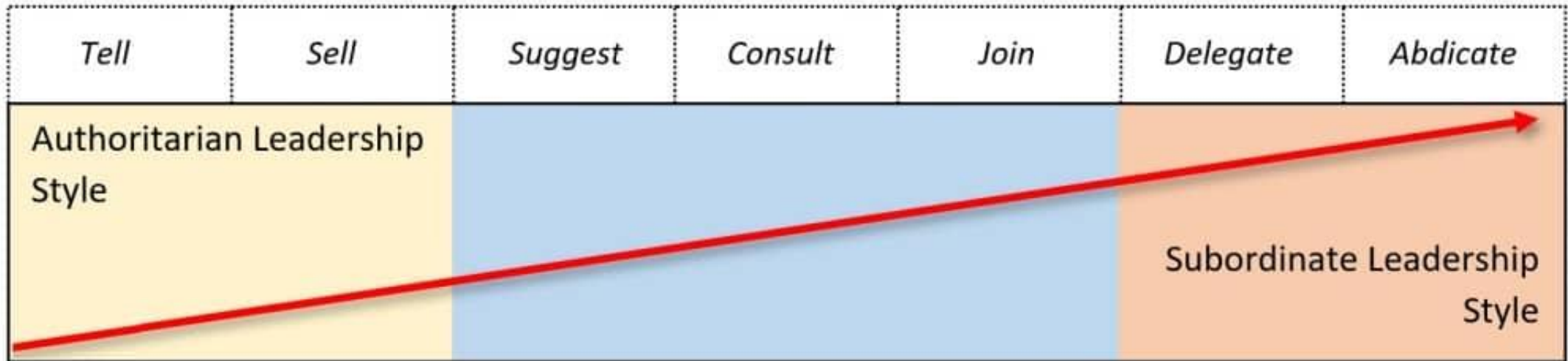
Laissez-faire (Permissive)

- Minimal leader participation or interference
- Minimal to no control or direction
- Motivates by support, as requested
- Communication flows up and down between group members
- Decision-making is dispersed throughout the group
- Does not criticize



Leadership Style	Advantage	Disadvantages
Autocratic	<ul style="list-style-type: none"> • Well-defined, usually predictable, actions • Decreased frustration, increased security • Can be more efficient, higher productivity • Effective in crisis situations 	<ul style="list-style-type: none"> • Decreased team member creativity, motivation, and autonomy • Hostility and dependency among followers may arise
Democratic	<ul style="list-style-type: none"> • More support for decisions or actions • Promotes autonomy, motivation, and individual growth (including creativity) • Emphasizes positives relationships • Effective in situations needing group cooperation and coordination 	<ul style="list-style-type: none"> • Decisions take longer • Less efficient in terms of output • Can be frustrating especially when there is limited time
Laissez-faire	<ul style="list-style-type: none"> • With highly motivated and self-directed members, high creativity and productivity is likely • Appropriate in situations where brainstorming is necessary 	<ul style="list-style-type: none"> • Often leaves people feeling confused, frustrated • Group apathy and disinterest may occur

Tannenbaum and Schmidt Continuum of Leadership



1. Leader makes all decisions and announces them after the fact.

2. Leader makes all decisions and tries to sell the benefits.

3. Leader develops ideas and invites questions from others.

4. Leader presents their choice but is open to change.

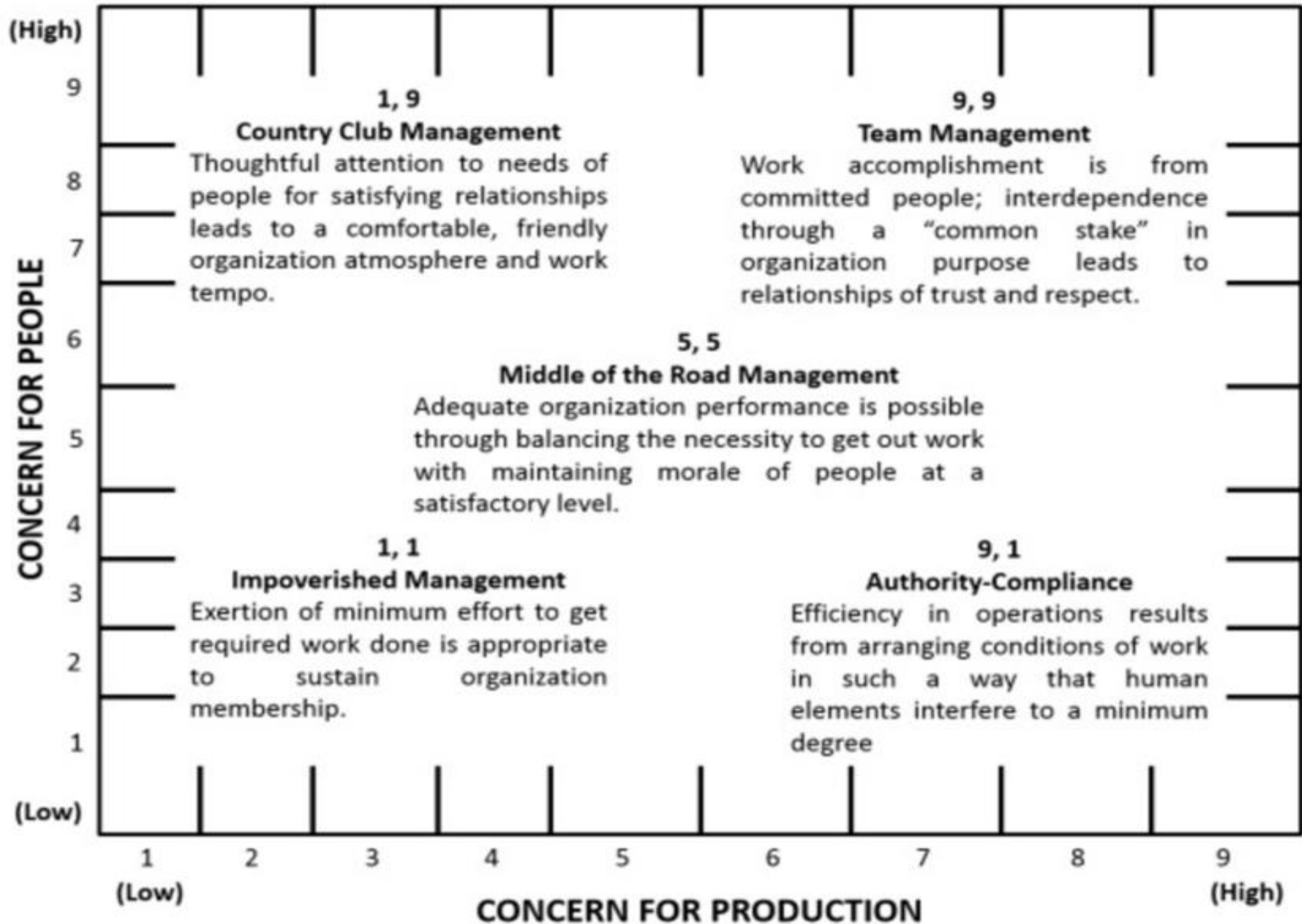
5. Leader presents problems, invites suggestions, makes decision.

6. Leader sets framework then asks group to make a final decision.

7. Leader allows group choice, with only constraints being those beyond the manager's control.

<https://helpfulprofessor.com/wp-content/uploads/2019/11/tannenbaum-schmidt-leadership-continuum-diagram.jpg>

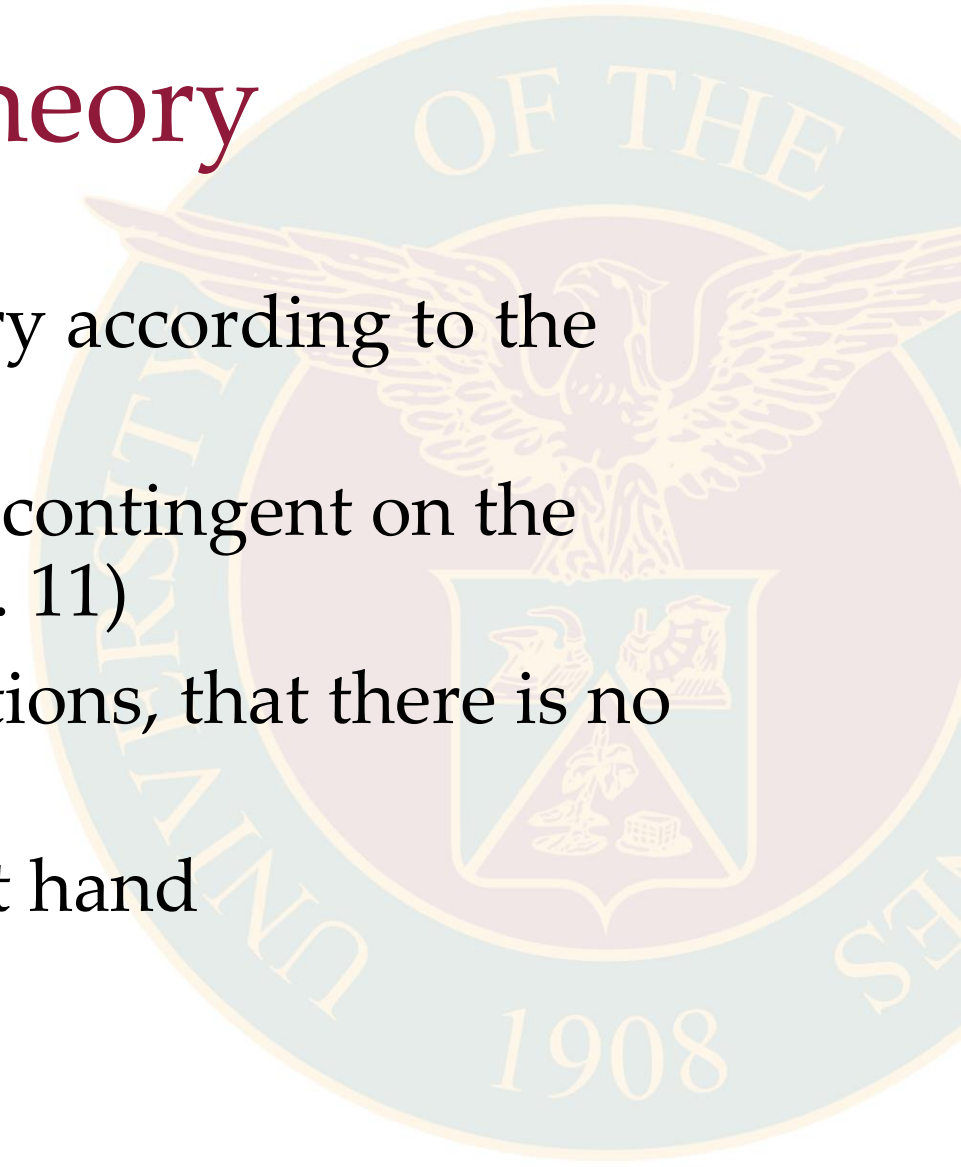
Blake and McCauley Leadership Grid (1991)



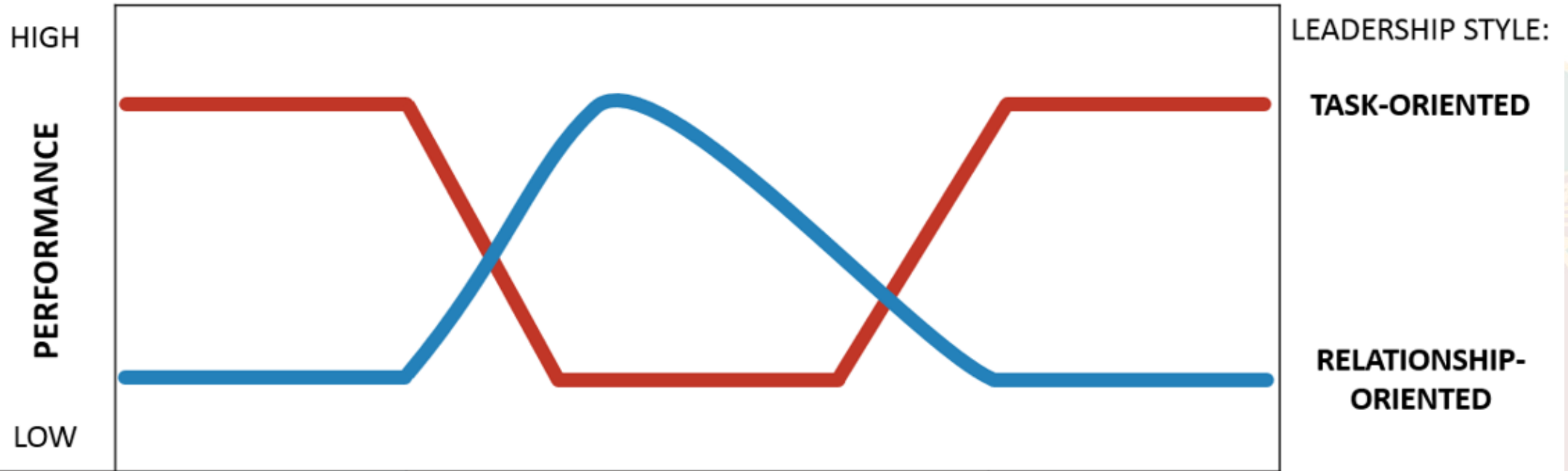
https://www.researchgate.net/figure/The-Leadership-Grid-Source-The-Leadership-Grid-figure-from-Leadership-Dilemmas-Grid_fig2_3386845
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Situational/Contingency Theory

- Proposes that leadership style should vary according to the situation (Parker)
- Central idea – organizational behavior is contingent on the situation or environment (Huber, 2014, p. 11)
- Recognizes the complexity of work situations, that there is no single approach to all situations
- The best style depends on the situation at hand



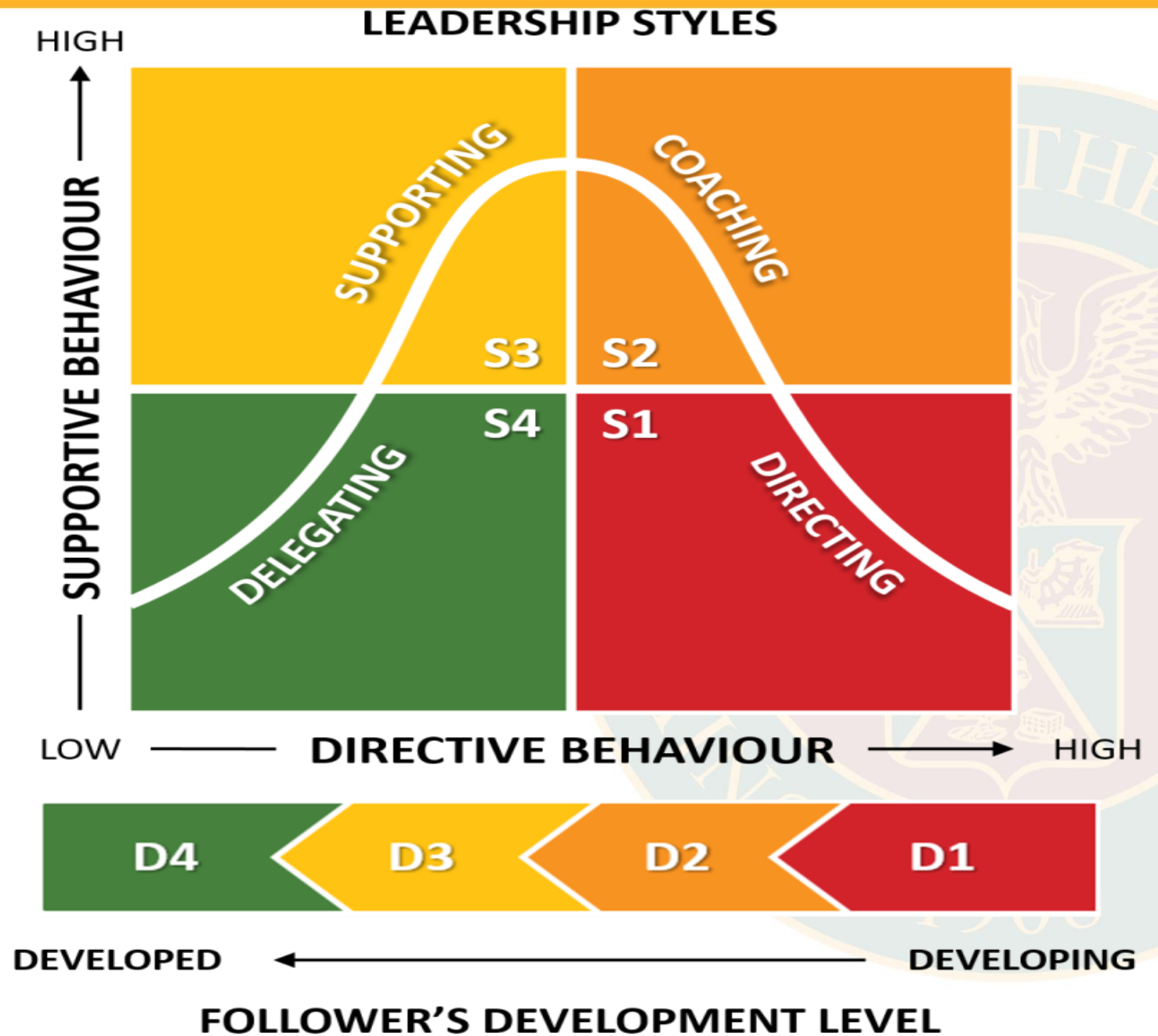
FIEDLER'S CONTINGENCY MODEL



SITUATION	FAVOURABLE		MODERATE				UNFAVOURABLE	
LEADER-MEMBER RELATIONS	GOOD	GOOD	GOOD	GOOD	POOR	POOR	POOR	POOR
TASK STRUCTURE	HIGH	HIGH	LOW	LOW	HIGH	HIGH	LOW	LOW
LEADER'S POSITION POWER	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK
	I	II	III	IV	V	VI	VII	VIII

<https://i0.wp.com/www.business-to-you.com/wp-content/uploads/2020/04/Fiedler-Contingency-Model-of-Leadership.png?w=1274&ssl=1>

Hersey and Blanchard's Situational Leadership Model



<https://www.business-to-you.com/hersey-blanchard-situational-leadership-model/>

INTERACTIONAL THEORIES (1970-present)

Interactional Theories (Marquis and Huston (2015), –based on the premise that leadership behavior is generally determined by the relationship between the leader’s personality and the specific situation.

Shein (1970) – was the first to propose a model of humans as a complex beings whose working environment was an open system to which they responded.

A system may be defined as set of objects, with relationship between the objects and between their attributes. A system is considered open if it exchanges matter, energy or information with its environment.

INTERACTIONAL THEORIES (1970-present)

Schein's Model is based on Systems Theory with the following assumptions:

- People are very complex and highly variable with multiple motives of doing things
- People's motives do not stay constant but change over time
- Goals can differ in various situations
- A person's performance and productivity are affected by the nature of the task and by his ability, experience, and motivation
- No single leadership strategy is effective in every situation.

To be an successful leader – able to diagnose the situation and select the appropriate strategies

INTERACTIONAL THEORIES (ITs) (1970-present)

Burns (2003), maintained that there are two primary types of leaders in management:

1. Transactional – a traditional manager that concerned with the day-to-day operations.
2. Transformational – a manager that is committed, has a vision, and able to empower others.

Transactional Leadership- focuses on results, conforms to the existing structure of an organization and measures success according to that organization's system of rewards and penalties.

Transactional leaders have formal authority and positions of responsibility in an organization. This type of leader is responsible for maintaining routine by managing individual performance and facilitating group performance.

A transactional manager – is a traditional manager that is concerned with the day-to-day operations

INTERACTIONAL THEORIES (ITs) (1970-present)

Transactional Leaders	Transformational Leaders
Leadership occurs when followers are moved to complete their roles as agreed with a leader exchange for a reward.	Leadership move followers to awareness about what is important and away from own self-interests.
<ul style="list-style-type: none">• primarily based on processes and control	<ul style="list-style-type: none">• focuses on inspiring others to follow
<ul style="list-style-type: none">• requires a strict management structure	<ul style="list-style-type: none">• requires a high degree of coordination, communication, and cooperation
<ul style="list-style-type: none">• Leaders focus on goals	<ul style="list-style-type: none">• leaders focus on vision
<ul style="list-style-type: none">= Use rewards and punishments for motivation	<ul style="list-style-type: none">= Use charisma and enthusiasm for motivation
<ul style="list-style-type: none">= reactive in nature	<ul style="list-style-type: none">= proactive in nature

Source: <https://www.floridatechonline.com>

INTERACTIONAL THEORIES (1970-present)

1) TRANSFORMATIONAL LEADERSHIP

- Transformational leadership - a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders

There are four factors to transformational leadership, (also known as the "four I's"): idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

1. Individualized consideration – the degree to which the leader attends to each follower's needs: mentor or coach demonstrating empathy, respect and support, maintaining open communication, and provides intrinsic motivation to their tasks.

Interactional Theories (1970-present)

Transformational Leadership (Four I's):

2. Intellectual Stimulation – the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders stimulate and encourage creativity, nurture and develop followers who think independently. Learning is a value and unexpected situations are seen as opportunities to learn.

3. Inspirational Motivation – the degree to which the leader articulates a vision and inspiring to followers. Leaders challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Leaders guides followers to have a strong sense of purpose as purpose and meaning provide the energy that drives a group forward. The visionary aspects

Interactional Theories (1970-present)

Transformational Leadership (Four I's):

3. Inspirational Motivation...

of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers need to invest more effort in their tasks as they are encouraged to be optimistic about the future and believe in their abilities.

4. Idealized Influence – A leader provides a role model for high ethical behavior, instills pride, gains respect and trust.

Interactional Theories (1970-present)

Transformational Leadership (Four I's):

7 Characteristics of a Transformational Leader

- Openness to new thinking
- Talent for broadening minds
- Commitment to active listening
- Tolerance for intelligent risks
- Willingness to accept responsibility
- Trust in team members
- Ability to inspire participation



Quantum Leadership

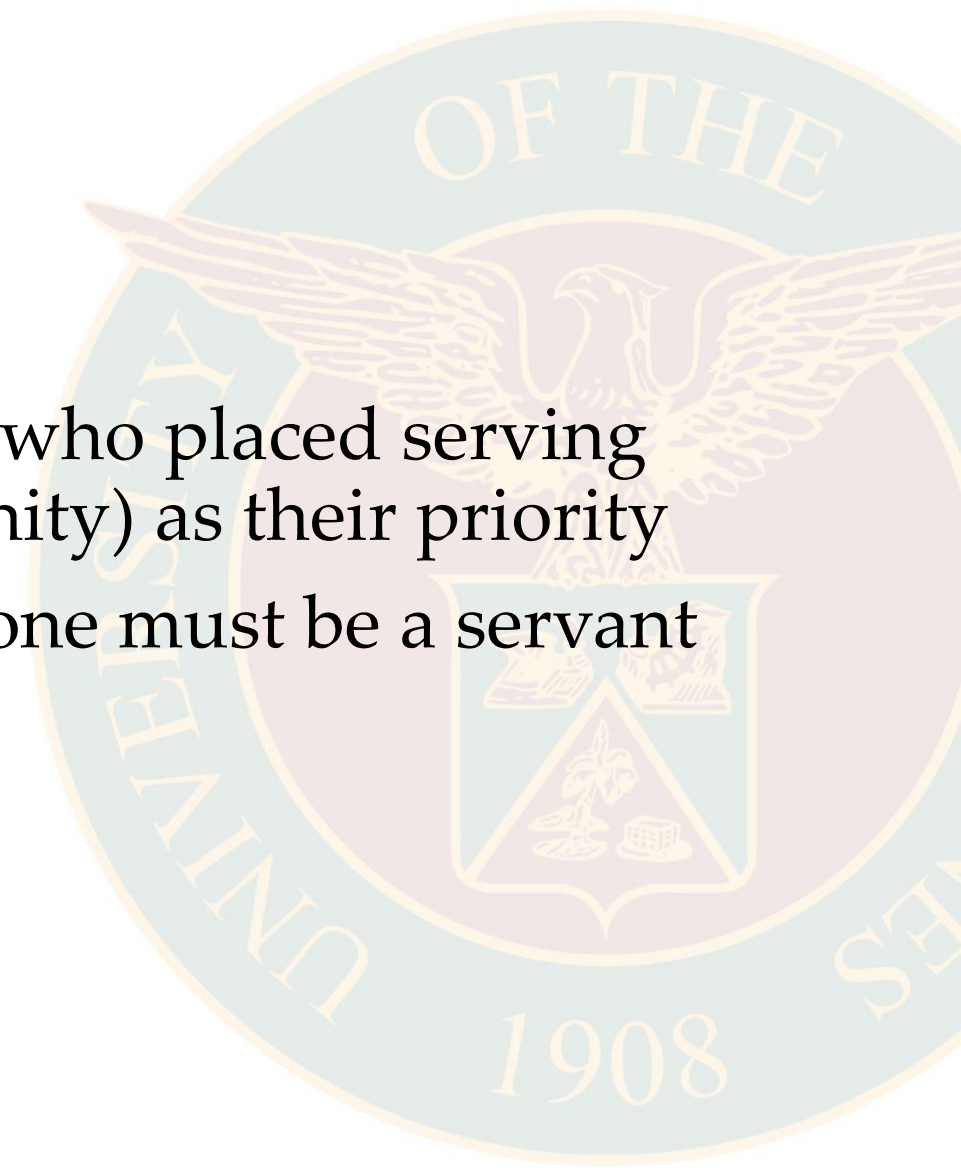
- New theory used to better understand the dynamics of the health care environment
- Concept emerged in 1990s and builds on transformational leadership
- Recognizes the highly fluid, flexible, and mobile environment in health care which requires innovative interactions, relationships and leadership (Porter-O'Grady & Malloch, 2011)
- An ongoing process of exploration, curiosity and asking question (McCauley, 2005)

Quantum Leadership

- “...suggests that the environment and context in which people work is complex and dynamic and that this has a direct impact on organizational productivity.” (Marquis & Huston. 2015. p.63)
- A quantum leader must be able to address the organizational unrest or conflicts that are current and that which is brought about by the changing health care environment
- “....strategy that helps nurses focus on the future, stretch and break boundaries, and encourage breakthrough thinking to solve the problems in a complex and fluid care environment.” (Huber, 2014. p16)

Servant Leadership

- Idea presented by Greenleaf in 1977
 - Noticed that successful leaders are those who placed serving others (employees, customers or community) as their priority
- “Greenleaf argued that to be great leader, one must be a servant first.” (Marquis & Huston, 2015. p.56)

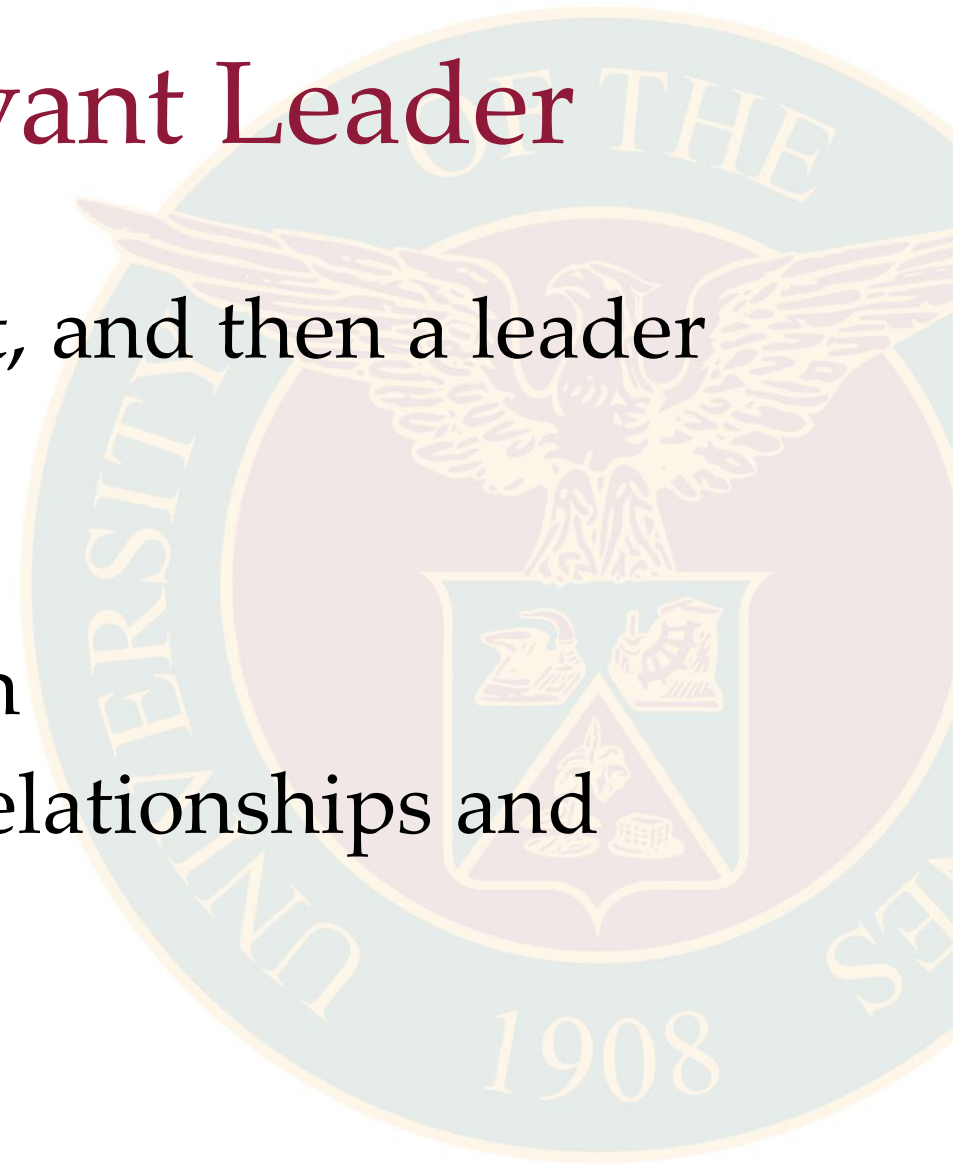


Defining Qualities of a Servant Leader

- Ability to listen
- Ability to keep an open mind
- Ability to deal with ambiguity, paradoxes and complex issues
- Believes in sharing critical challenges with all parties and solicits their input versus working alone
- Clear on goals, directs people toward achieving the goal without giving orders

Defining Qualities of a Servant Leader

- Ability to serve, help, and teach first, and then a leader
- Thinks first before reacting
- Chooses words carefully
- Ability to use foresight and intuition
- Sees the bigger picture and senses relationships and connections



LEADERSHIP SKILLS (Huber, 2014)

Basic skill sets needed by a good leader:

1. Self awareness – ability to read one’s own emotional state, be aware of one’s mood and how it can affect staff’s relationships.
2. Self- management – ability to take corrective action so as not to transfer negative moods to staff relationships.
3. Social awareness – an initiative skill of empathy and expressiveness in being sensitive and aware of the emotions and moods of others
4. Relationship management – use of effective communication with others to disarm conflict, and ability to develop the emotional maturity of team members.

LEADERSHIP SKILLS

Leadership skills are skills that are not distinct or self-sustaining but are interconnected or overlapping with each other in which one can be part of the other.

- 1. Interpersonal skill (or people skills)**– the ability to communicate, build positive working relationship and interacting well with others. It may deal with what to say and how to say (tone of voice).
- 2. Motivation skill** – motivational leadership is defined by ***positivity and vision***. Motivational leaders set clear goals, make decisions and provide their teams with the empowerment and tools to achieve success. Motivational leaders evoke and see the best in their employees, inspiring them to work toward a common goal. Communication is the key in motivating followers.
- 3. Communication skill** – ability to interact verbally and non-verbally with groups, ability to listen and interpret what other persons try to communicate.

LEADERSHIP SKILLS (Huber, 2014)

4. Team Building skills – the ability of the leader to build a team: communicate clearly; give constructive feedback and accepts feedback from others; negotiate and influence; ability for problem solving and decision making and to take appropriate actions.

Other personal leadership skills is **emotional intelligence (EI)** that include self-awareness, self-regulation, empathy, motivation, and social skills.

Goleman (2007) – relational and emotional integrity are hall marks of good leaders.

- ability to operate in a crucial cultural influencing mode.
- behavior, patterns of actions, attitude and performance have impact on team's attitude and behaviors, on the context, and character of work life.

Qualities/Behaviors of an Effective Leader

Leadership behaviors are actions and conduct that leaders incorporate into their management styles in order to effectively lead their teams, motivate them, and achieve their goals (Santiago, 2022).

Examples of Effective Leadership Behaviors:

- **Compassion** - having sympathy and concern for others as these build trust and promote collaboration among team members
- **Adaptability** – ability to be always prepared to shift priorities and processes to adapt to changing conditions.
- **Coaching mindset** - wanting to help employees improve their skill set for them to grow both personally and professionally. A leader should also act as mentor.
- **Active listening** – according to 2021 global survey by the Workforce Institute at UKG (USA), 74% of employees say they are more effective at their job when they feel heard; 88% of employees whose companies financially outperform others in their industry feel heard compared to 62% of employees at financially underperforming companies.

Qualities/Behaviors of an Effective Leader

Examples of Effective Leadership Behaviors:

- **Motivation** - Leaders should set the tone for their team's morale. A motivational leader means showing enthusiasm for the company's future.
- **Self-awareness**– to be self-aware means understanding your character and feelings, know your strengths, weaknesses, and the way you respond to situations. This provides a foundation from which you can work to make improvements where need be. Being aware of your feelings also allows you to approach situations with clarity and a calm mind.
- **Confidence** – In order for your team to believe in you, you must first believe in your own leadership abilities — that's why confidence is key. This starts with good posture, speaks clearly, and make eye contact while speaking.
- **Assertiveness** – the ability of leaders stand up for themselves, others, and what they believe in —but being assertive does not mean being "pushy" or "disrespectful." To stand up to others while remaining calm and positive. Being direct and clear in your communication, and don't just passively accept unfavorable responses.

Qualities/Behaviors of an Effective Leader

Examples of Effective Leadership Behaviors:

- **Time Management** – the ability to use team’s time wisely or to properly manage time by streamlining workflows to make processes more efficient.
- **Detail-oriented** – to complete a project on time is important, but timeliness means nothing if the project is has plenty of errors or missing key components. A true leader pays close attention to detail to ensure that high standards of quality are met or to deliver a thorough result.
- **Communication** – success starts by clearly articulating your objectives and how communication will be carried out among team members.
- **Accountability** – a leader need to take accountability and taking responsibility of your shortcomings. Being honest to your mistakes will motivate your subordinates to be accountable as well.
- **Dependability** - a dependable leader can be trusted to do what they say they’ll do, when they say they’ll do it, and the way it needs to be done. This instills confidence in the team and can inspire them to do the same.

Qualities/Behaviors of an Effective Leader

Examples of Effective Leadership Behaviors:

- **Proactiveness**– a proactive leader takes time to plan, identify areas of risks, improve the team's processes, and put initiatives in place to prevent problems before they occur.
- **Planning** – the key to being proactive is to plan in order to meet set goals.
- **Problem solving** – the ability to find solutions to difficult or unpredictable problems, and in an ever-changing situations.
- **Responsibility** - a responsible leaders recognize the fact that they have an obligation to make tough decisions, lead, and are in control of their team.
- **Goal-oriented** – the ability of a leader to set clear and realistic goals for the whole team to be equally driven to achieve them.
- **Purpose** - Purpose goes hand-in-hand with goal-setting. As a leader, you must have a clear future envisioned for your team that drives everyone forward.

Qualities/Behaviors of an Effective Leader

Examples of Effective Leadership Behaviors:

- **Commitment**– achieving objectives require commitment, as this encourages everyone to give their time and energy for the company, team, and goals.
- **Resilience**– it cannot be avoided that sometimes plans fail, markets shift, consumers change, and frustrations can arise. However, a resilient leader finds the strength to persevere through uncertainty or disappointment and helps their team stay united to achieve their goals.
- **Transparency** – To be a transparent leader, you have to make yourself clear and easy to understand. Lack of transparency can create distrust between you and your team
- **Reflection** – making reflection allow leaders to look back on previous experiences, learn from them, and make improvements going forward.
- **Personal fulfillment** - sense of personal fulfillment is attained when a project is completed successfully and this is the result of alignment between the team's drive, purpose, and desire to achieve their goals alongside with each member.

Qualities/Behaviors of an Effective Leader

Examples of Effective Leadership Behaviors:

- **Empathy**– an empathetic leader is able to understand or feel what another person is experiencing by figuratively putting themselves in that person’s position. To build empathy, a leader need to step outside his/her comfort zone and ask “*How would I feel if this were happening to me?*”
- **Constructive feedback**–members of a team have their own goals — just like you. As a leader you should be comfortable giving constructive feedback to help facilitate their growth and improve performance. Constructive feedback must be factual and is not meant to offend or deter, instead, it is delivered to encourage a positive outcome.
- **Empowerment** – to empower means delegating specific tasks to team members and giving them authority over those tasks. This will help team members to broaden their skills and boost efficiency.

Qualities/Behaviors of an Effective Leader

Examples of Effective Leadership Behaviors:

- **Interactive**– to be a leader is not a monopoly and solely makes decision. An interactive leader keeps open lines of communication with their team, promotes team building, and embraces new perspectives with enthusiasm.
- **Influential** –an effective leader must exhibit high-influence behaviors that have an effect on the character, beliefs, actions, and development of each team member.
- **Emotional intelligence** – Empathy, self-awareness, reflection, and compassion are all components of emotional intelligence. Any emotionally intelligent leader is aware and in control of how they express their emotions. By being in control of their emotions, an effective leader can handle their relationship with their team judiciously and respectfully. Emotional intelligence creates a healthy work environment in which everyone feels validated, heard, and respected.

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