

Chapter 1

- According to Rost - leadership is a mutual influence process.
- Meaning of leadership is broken down into the following: **1. Leadership is a trait: a trait is a distinguishing property of an individual**, while it is not far from the truth to say leadership is innate, some argue that focusing on traits makes leadership an elitist enterprise.
- **THE EVOLUTION OF LEADERSHIP:** Studies about leadership have emerged from almost every discipline like nursing and science. This brought about different approaches & theories to leadership. An approach is not based on empirical research but a general way of thinking, but a **THEORY** is usually a set of hypotheses or principles that explains a given phenomenon.
- **TRAIT THEORIES:** This focused on identifying innate qualities and characteristics possessed by widely revered people. This was also called great man theory(between 1900 and 1940s) . In the 1970s researchers began to examine visionary and charismatic leaders. In the 1980s it was linked to big 5 personality traits while Emotional intelligence gained favor in the 1990s.
- **BEHAVIOR THEORIES :** This gained recognition in the 1930s where the research is based on -what leaders do and how they act.
- **SITUATIONAL THEORIES:** Premise here is that different situations demand different kinds of leadership. It was seriously examined in the 1960s . One of its revised theories was the " path-goal theory" which examines how leaders use motivation to enhance performance and satisfaction.
- Another one is " **CONTINGENCY theory** which focuses on the match between the leader's style and specific situational variables.
- **RELATIONAL THEORIES :** In the 1990s researchers began to see the nature of the relations between leaders and followers called - leader-member exchange theory(LMX) .This theory predicts that high quality relations generate more positive leaders than otherwise.
- The new leadership approach began in the mid 1980s and it generated the theory called transformational leadership theory which is a process of leadership that changes people and organization. They are:
 - **LEADERSHIP IS AN ABILITY-** this means a person who has leadership has the capability to lead. While ability naturally refers to capacity, it can be acquired.
 - **LEADERSHIP IS A SKILL:** Skilled leaders are competent people who know the means and method for carrying out their responsibilities. Describing leadership as a skill makes it accessible to everyone.
 - **LEADERSHIP AS A BEHAVIOR:** This is concerned with how leaders act towards others in various situations. This is the only one that is observable. Research shows that leaders engage in two general behaviors: Task and process. Tasks are used to get the job done while process is used by leaders to help members feel comfortable with others and at ease in the situation, they find themselves.
 - **LEADERSHIP IS A RELATIONSHIP:** Here leadership is centered on the communication between leaders and followers rather than on the unique qualities of the leader. A leader affects and is affected by the follower. Thinking of leadership as a relationship implies that leaders must include followers and their interest in the process of leadership.
 - **Leadership is an influence Process -** Here leadership is a process whereby an individual influences a group of individuals to achieve a common purpose.

MANAGEMENT THEORY

- Management was gotten out of industrialization of work in the early 20th century and its purpose is to structure and coordinate various functions within the organization while leadership has been studied for thousands of years across multiple contexts which includes: politics, military and religion .etc. Mgt theory was developed by Frederick Taylor who says the responsibility of the workers was to provide labor while that of managers was to design one best way to train, monitor and evaluate each worker. It was further developed by Chester Barnard: he helped to understand how leadership and management can overlap. He further conceptualizes two types of

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