

THEORIES AND MODELS OF LEADERSHIP

FALL 2018

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Introduction

This course considers theories and models of leadership. Together we will explore a range of classic and contemporary approaches to leadership, and their application to understanding leaders, followers, and the situations they encounter.

A calendar listing topics and readings for each day is attached. The assigned books for the course are *Leading Minds* by Howard Gardner and *Blink* by Malcolm Gladwell. Most of the assigned articles and chapters not in these books are available on Course Reserves, as noted by the designation (CR) after those assignments. The number following CR (e.g., CR1) indicates where you can find each reading in the CR listing of the readings. Some articles will be sent you as pdfs.

Course Requirements

1. All students in the course are expected to attend class and to come fully prepared to participate in discussion.
2. Each week you should email me brief – about 150 words – questions or comments on either Tuesday's or Thursday's readings (except for the first and last weeks). All comments are due at 8:00 AM on the day of the class, and I will respond to them as soon as possible. Please be sure to include in your email a question that you would like us to discuss in class. The syllabus lists whether odd or even-numbered groups should submit an email for each day, and I will let you know whether you are in an odd or even-numbered group during our first week of classes.
3. There will be five groups in all, and each one leads a class session illustrating and assessing particular assigned readings. I will meet with each group to plan that session.
4. There will be an exam on the material from the first part of the course on Thursday, October 11, and an exam on the material from the second part of the course on Thursday, December 6.
5. A 15-page paper developing a theory of leadership based on the material from the course, is due at 5:00 PM on Friday, December 14. You may do the paper individually or in pairs. Those who do the paper in pairs must submit individual assessments of the relative contributions of the two pair members.

Sixty percent of your course grade will be based on your two exam grades (20% each) and your grade on the paper (20%). 15% will be based on your grade for class participation, 15% will be based on your emailed comments, and 10% will be based on your group presentation.

Tuesday, August 28

Introduction

Thursday, August 30

Freud and George Washington

Freud, S. (1920). Group psychology and the analysis of the ego. In Strachey, J. (ed.), *The Standard edition of the Complete Works of Sigmund Freud, V. 28: Beyond the Pleasure Principle, Group Psychology and other works*. London: Hogarth Press. pp. 65-143. (CR14)

Ellis, J.J. (1996). The indispensable man. *The New York Times Book Review*, February 18, 1996. (CR11)

Kaufman, M.T. (1998). The swords! That key! Those teeth! *The New York Times*, December 18, 1998. (CR27)

Brookhiser, R. (1996). A man on horseback. *Atlantic Monthly*, 227, January, 1996, pp. 50-64. (CR3)

Tuesday, September 4 (Odd numbered groups email)

Power

Raven, B. (1965). Social influence and power. In I.D. Steiner & M. Fishbein (eds.) *Current Studies in social psychology*. pp. 371-382. New York: Holt, Rinehart & Winston. (CR39)

Magee, J.C., Gruenfeld, D.H., Keltner, D.J., & Galinsky, A.D. (2005) Leadership and the Psychology of Power. In In D.M. Messick & R.M. Kramer (Eds.). *The Psychology of Leadership*, Chapter 12, pp. 275-293. (CR32)

Galinsky, D.H., Jordon, J., & Sivanathan, N. (2008) Harnessing Power to Capture Leadership. In C.L. Hoyt, G.R. Goethals, & D.R. Forsyth (eds.) *Leadership at the Crossroads, Volume 1, Leadership and Psychology*, pp. 283-299. Westport, CT: Praeger, pp. 283-299 (CR15)

Thursday, September 6 (Even numbered groups email)

Communication, Persuasion, and Cognitive Dissonance

Kelman, H. Compliance, identification, and internalization: three processes of opinion change. *Journal of Conflict Resolution*, 2, 51-60. (CR30)

Petty, R.E. & Cacioppo, J.T. (1984) The effects of involvement on responses to argument quantity and quality: central and peripheral routes to persuasion. *Journal of Personality and Social Psychology*, 46, 69-81. (CR38)

Festinger, L. Riecken, H.W., & Schachter, S. (1956) When prophecy fails. In E.E. Maccoby, T.M. Newcomb, & E.L. Hartley (eds.) *Readings in Social Psychology*, pp. 156-163. New York: Holt, Rinehart, & Winston. (CR13)

Tuesday, September 11

Group 1: Illustration and Assessment: Power and Influence

Thursday, September 13 (Odd numbered groups email)

Leading Minds

Gardner, H. (1995). *Leading minds: An Anatomy of Leadership*. New York: Basic Books. Chapter 1, Introduction: A cognitive approach to leadership, pp. 3-21; Chapter 2, Human development and leadership, pp. 22-40; Chapter 3, The leaders' stories, pp. 41-65; Chapter 9, Pope John XXIII: Rediscovering the spirit of the church, pp. 165-181.

Tuesday, September 18

Group 2: Illustration and Assessment: Gardner's Cognitive Theory

Thursday, September 20 (Even numbered groups email)

Personality and Interpersonal Behavior

Bales, R.F. (1958). Task roles and social roles in problem-solving groups. In Maccoby, E. E., Newcomb, T.M., & Hartley, E.L. (eds.), *Readings in Social Psychology*. New York: Holt, Rinehart, & Winston. pp. 437-447. (CR1)

Carson, R.C. (1969). *Interaction Concepts of Personality*. Chicago: Aldine. Pp. 98-103, 107-112. (CR6)

Swensen, C.W. (1973). *Introduction to Interpersonal Relations*. Glenview, IL: Scott, Foresman. Chapter 7, Psychological measurement and interpersonal behavior, pp. 193-207. (CR42)

Tuesday, September 25 (Odd numbered groups email)

Personality and Leadership

Chemers, M.M. (1997) *An Integrative Theory of Leadership* Mahwah, NJ: Erlbaum. Chapter 3, The contingency model and its sequelae, pp. 28-43. (CR7)

Hogan, R., Curphy, G.J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American Psychologist*, 49, pp. 493-504. (CR22)

Gardner, H. (1995). *Leading Minds: An Anatomy of Leadership*. New York: Basic Books. Chapter 5, J. Robert Oppenheimer, The teaching of physics, the lessons of politics, pp. 89-109.

Thursday, September 27 (Even numbered groups email)

Intelligence and Leadership

Gardner, H. (1993). *Multiple Intelligences: The Theory in Practice* New York, NY: Basic Books. pp. 3-48. (CR16)

Goleman, D. (1998). What makes a leader? *Harvard Business Review*, November-December 1998, pp. 93-102. (CR17)

Salovey, P & Grewal, D. (2006). The science of emotional intelligence. *Current directions in psychological science*. 14, 281-285. (CR40)

Tuesday, October 2 (Odd numbered groups email)

Terror Management Theory

Cohen, F., Solomon, S., Maxfield, M., Pyszczynski, T., & Greenberg, J. (2004). Fatal attraction: the effects of mortality salience on evaluations of charismatic, task-oriented, and relationship-oriented leaders. *Psych Science*, 15, pp. 846-851. (CR9)

Landau, M.J., Solomon, S., Greenberg, J., Cohen, F., Pyszczynski, T., Arndt, J., Miller, C.H., Ogilvie, D.M., & Cook, A. (2004). Deliver us from evil: the effects of mortality salience and reminders of 9/11 on support for President George W. Bush. *Personality and Social Psychology Bulletin*, 30, 1136-1150. (CR31)

Solomon, S, Greenberg, J., & Pyszczynski, T. (2015) *The Worm at the Core: On the Role of Death in Life*. New York: Random House. Pp. 116-123. (pdf)

Thursday, October 4 (Even numbered groups email)

Charisma and Transformational Leadership

Bass, B.M., & Avolio, B.J. (1993). Transformational leadership: a response to critiques. In Chemers, M.M. & Ayman, R. (eds.), *Leadership theory and research*. San Diego: Academic Press. Chapter 3, pp. 49-80. (CR2)

House, R.J., & Shamir, B. (1993). Toward the integration of transformational, charismatic, and visionary theories. In Chemers, M.M. & Ayman, R. (eds.), *Leadership Theory and Research*. San Diego: Academic Press. Chapter 4, pp. 81- 107. (CR25)

Gardner, H. (1995). *Leading Minds: An Anatomy of Leadership*. New York: Basic Books. Chapter 11, Martin Luther King, Leading in a Rapidly Changing Environment

Tuesday, October 9

Group 3: Illustration and Assessment: The Role of Charisma

Thursday, October 11

First Half Exam

Fall Break, October 12-17

Thursday, October 18 (Odd numbered groups email)

Unconscious Processing and Leadership

Gladwell, M. (2005). *Blink: The Power of Thinking Without Thinking*. Introduction, The Statue That Didn't Look Right, pp. 3 – 17; One, The Theory of Thin Slices: How A Little Bit of Knowledge Goes A Long Way, pp. 18-47

Emrich, C.G. (1999). Context Effects in Leadership Perception. *Personality and Social Psychology Bulletin*, 25, pp. 991-1006. (CR12)

Tuesday, October 23 (Even numbered groups email)

Social Cognition, Social Identity and Leadership

Gladwell, M. (2005). *Blink: The Power of Thinking Without Thinking*. Two, The Locked Door: The Secret Life of Snap Decisions, pp. 48-71; Three, The Warren Harding Error: Why We Fall for Tall, Dark, and Handsome Men, pp. 72-98.

Hogg, M.A. (2001). A Social Identity Theory of Leadership. *Personality and Social Psychology Review*, 5, pp. 184-200. (CR23)

Thursday, October 25 (Odd numbered groups email)

Legitimacy and Leadership

Hollander, E.P. (1993). Legitimacy, power, and influence: A perspective on relational features of leadership. In Chemers, M.M. & Ayman, R. (eds.), *Leadership theory and research*. San Diego: Academic Press. Chapter 2, pp. 29-48. (CR24)

Messick, D.M. (2005). On the psychological exchange between leaders and followers. In D.M. Messick & R.M. Kramer (Eds.). *The Psychology of Leadership*, Chapter 4, pp. 81-96. (CR37)

Tyler, T.R. & Lind, E.A. (1992). A relational model of authority in groups. *Advances in Experimental Social Psychology*, 25. San Diego: Academic Press. pp. 115-191. (CR43)

Tuesday, October 30 (Even numbered groups email)

The Evolution of Leadership

Van Vugt, M. (2006). Evolutionary origins and leadership and followership. *Personality and Social Psychology Review*, 10, pp. 354-371. (CR45)

Van Vugt, M., Johnson, D.D. P., Kaiser, R.B., & O’Gorman, R. (2008). Evolution and the Social Psychology of Leadership: The Mismatch Hypothesis. In C.L. Hoyt, G.R. Goethals, & D.R. Forsyth (eds.) *Leadership at the Crossroads, Volume 1, Leadership and Psychology*, 267-289. Westport, CT: Praeger. (CR44)

Thursday, November 1 (Odd numbered groups email)

Gender and Leadership

Carli, L.L. & Eagly, A. H. (2012) Leadership and Gender. In Day, D.V. & Antonakis, J. *The Nature of Leadership*, Chapter 13, pp 437- 476. Thousand Oaks: Sage. (pdf)

Keating, C.F. & Heltman, K.R. (1994). Dominance and deception in children and adults: are leaders the best misleaders? *Personality and Social Psychology Bulletin*, 20, 312-321. (CR28)

Gardner, H. (1995). *Leading minds: An anatomy of leadership*. New York: Basic Books. Chapter 10, Eleanor Roosevelt, Ordinarity and extraordinariness.

Van Vugt, M & Spisak, B.R. (2008) Sex differences in the emergence of leadership during competitions within and between groups. *Psychological Science*, 19, 854-858. (CR46)

Tuesday, November 6

Group 4: Illustration and Assessment: Gender and Leadership

Thursday, November 8 (Even numbered groups email)

Transforming Leadership and Captain Ahab

Burns, J.M. (1978) *Leadership*. New York: Harper & Row. Chapter 1, The power of leadership, pp. 9-28. (CR5)

Melville, H. (1851) *Moby-Dick*. Bobbs-Merrill, Inc. Chapter 36, The Quarter Deck, pp. 215-225. (CR37)

Warner, N. (2008) Of “Gods and Commodores”: Leadership in Melville’s *Moby-Dick*. In J. Ciulla, *Leadership at the Crossroads, Volume 1, Leadership and the Humanities*, pp. 3-19. (CR48)

Tuesday, November 13

Leadership Without Easy Answers (Odd numbered groups email)

Heifetz, R.A. (1994). *Leadership Without Easy Answers*. Cambridge, Mass: Harvard.; Chapter 1, Values in leadership, pp. 13-27; Chapter 4, Mobilizing adaptive work, pp. 69-100; Chapter 6, On a razor’s edge, pp. 125-149. (CR 19,20,21)

Thursday, November 15

Bad Leadership (Even numbered groups email)

Kellerman, B. (2004) *Bad Leadership*. Boston: Harvard Business School Press. Chapter 2, Reasons for Being Bad, pp. 15-27; Chapter 3, Making Meaning of Being Bad, pp. 29-48; Chapter 6, Intemperate, pp. 95-118; Chapter 7, Callous, pp. 119-149; Chapter 8, Corrupt, pp. 147-168. (pdfs)

Tuesday, November 20

Group 5: Illustration and Assessment: Transforming, Adaptive and Bad Leadership

Tuesday, November 27 (Odd numbered groups email)

Military Leadership

Keegan, J. (1987). *The Mask of Command*. New York: Viking. Introduction, pp. 10-11; Conclusion, pp. 311-351. (CR29)

Gardner, H. (1995). *Leading minds: An anatomy of leadership*. New York: Basic Books. Chapter 8, George Marshall: The embodiment of the good soldier, pp. 147-164.

Thursday, November 29

The Panama Canal (Even numbered groups email)

McCullough, D. (1977). *The Path Between the Seas: the Creation of the Panama Canal, 1870-1914*. New York: Simon and Schuster. Chapter 17, John Stevens, pp. 459-489; Chapter 18, The man with the sun in his eyes, pp. 490-527; Chapter 19, The chief point of attack, pp. 529-554. (CR33, 34,35)

Tuesday, December 4

Review and Integration

Thursday, December 6

Second Half Exam

The charismatic leadership model is different, in that the leader would have power based upon their excellent powers of communication and influence, drawing people along by force of personality. Trait and Skills-Based Theories. Trait leadership: Drawing upon the idea that leaders have certain characteristics that make them leaders, and that leadership is a personal quality, trait theory seeks to identify the kinds of "traits" that are found in leaders. One major form of relational-based theory (but also categorized as falling within contingency theory) is the leader-member exchange (LMX) theory which suggests that the leader must analyze each individual relationship and develop a unique working relationship dependent upon that situation (Northouse 2013, p. 161). One model of leadership, Leader-Member-Exchange (LMX) Theory (Dansereau, Graen & Haga, 1975) is particularly relevant for managing groups / teams. LMX was introduced to you in the Organizations & People module, but will also be considered here. The way a leader influences followers perceptions of his/her behaviour is an important part of LMX theory and Transformational Leadership. Theorists in this area make a clear distinction between Transactional Leadership and Transformational Leadership. Transactional Leaders try to motivate subordinates by observing their performance, identifying the rewards they desire, and distributing rewards for desired behaviours. Theory of Leadership # 1. Trait Theory of Leadership: In the 1940s, most early leadership studies concentrated on trying to determine the traits of a leader. The trait theory was the result of the first systematic effort of psychologists and other researchers to understand leadership. This theory held that leaders share certain inborn personality traits. The earliest theory in this context was the "great man" theory, which actually dates back to the ancient Greeks and Romans. In his survey of leadership theories and research, Ralph M. Stogdill found that various researchers have related some specific traits to leadership ability. It corresponds to task-centered leadership, as described in some of the earlier models. ii. Supportive Leadership