Chapter 1 : Handbook of Leadership: A Survey of Theory and Research - Ralph Melvin Stogdill - Google B

ABSTRACT: Leadership is a kind of scarce resources and a determinable factor in an organization. Effective leadership is one of the key factors in its growth, change and regeneration whereas currently, leaders in some organizations do not have the leadership in match with their development and.

Persuasive Socially skilled McCall and Lombardo , which expanded on the trait theory, argued that a leader is made or broken based on emotional stability, the ability to admit faults and errors, intellectual strength and having refined interpersonal skills and relations [2]. The most immediate observation was charisma; Hitler was electrifying. A Study of the Popular Mind. The iniquity of Hitler did not negate the fact that he was a "great" man in the sense of standing far above the others. Certainly, in modern times, it would be difficult, if not impossible, to conceive of anyone more vile. From this thinking emerged the formalization of Trait Theory of Stogdill in with his Handbook of Leadership. In he said that leaders did not have traits that were unique to leaders. This followed much research during the previous two decades that had suggested the same. However, research methods changed and as a result, Stogdill came to his latter view. The s saw an emergence of behavioralism, the major proponent being B. Psychoanalysis was riding high as well, where the inner mind of a person could be probed by "lying on the couch" and pouring out accounts of past experiences. Albeit crude, it was possible to utilize behaviorally-oriented techniques to manage traits. Here, a person could be transformed from an adherent to capitalism to communism surely cognizant of the Stalinist mode. It was in this decade that the mother-daughter team of Katharine Cook Briggs and Isabel Briggs Myers created a personality trait test with their name which has subsequently evolved into a very sophisticated personality testing instrument often is used for assessing how suited a person was to certain types of work. Carl Jung, a famous psychologist, held that there is a collective consciousness in which is found models or archetypes, of human personality traits. It was from this that Myers-Briggs derived their instrument to assess 16 traits. Scientists, for example, are curious, intelligent and detail-oriented. An accountant is also detail-oriented and is organized and would typically prefer routines. Architects are creative, intelligent and detailed-oriented. Some of these persons are more orientated towards leadership, and others prefer to serve. Critique One can question the originality of the basic trait theory, as it is similar to the "Great man theory", only the "Trait Theory" enumerates specific qualities a leader should possess. We see other examples of the assertion that traits are paramount, if not critical, to qualify a person to be a leader, a prominent example being the Boy Scouts. Much before that time, Machiavelli stated, " I say that all men when they are spoken of and chiefly princes for being more highly-placed, are remarkable for some of those qualities which bring them either blame or praise He also told us of context and relativity of traits by saying, " What it takes for a leader to be ethical narrows the list of traits. Machiavelli recounted that up to his time there were so many examples of cruelty, terror and other traits that reflected the darker side of humanity have allowed successful rule. Since his time, there have been even more egregious examples and no reason has been shown that would lead one to expect that the situation will change. Trait theory, it would be safe to say, needs qualification in listing not only what traits are successful, but traits that are desirous or not and in what contexts. It is questionable that people have "innate traits". Personality, at least according to Gordon Alport, is an outgrowth of a basic value system, is dynamic, and traits are a result of conscious motivations, surely the nature of which also are dynamic. Traits emerge from a personality. A person has functional autonomy and is not caged by traits, which Trait Theory says are innate. Trait theory sets forth numerous characteristics but these are very general and contextual, but further, to be of any value they should be measurable. What is "socially skilled", "clever", or "persistent"? We can use these in everyday speech but we do so within the context of a specific conversation. In addition, in what categories of endeavor are they critical? Being capable in organizing work crews is not the same ability to handle supply logistics. We must ask whether people who have such an intense interest in leadership that they study assiduously and then write about it. This would be necessary when there is an ego factor in propounding a "new theory" and even though, in fact, the foundations about which they are writing have been around for some time. It is useful to set forth a framework for analysis and emphasize one aspect of successful leadership,

but this should be done only as heuristic, useful to help grasp a concept or emphasize its importance. Despite the traits a successful leader may have, this may not be enough for successful leadership to occur in all situations. There are group dynamics, as well as situational factors that may be beyond the control of the leader. Intent to bring about a situation does not always translate into results. Tasks may be too onerous to be met with traits alone. Future of theory Refinement of Trait Theory might be made to classify which traits are associated with the ethical system of a person. For years, people have debated the "nature vs. What role does genetics play and do certain families produce more leaders than others? The Diagnostic and Statistical Manual of Mental Disorders in its four major revisions draws its authority from the Minnesota Multiphasic Personality Inventory, where people are asked to subjectively respond to questions albeit asked in several different ways about their psychological states. In fact, the DSM is controversial and has undergone numerous re-classification schemes. A quick perusal of the field of cognitive neuroscience [11] gives a perspective on the future, where brain scans can not only correlate structures with activity but with dynamic analysis will also enable us to be able to predict what traits a person may have. We may see a world where prospective leaders are scanned before being allowed to head up an organization. We certainly are on the threshold of being able to see whether the Trait Theory is valid. Still, we will have to map an evaluation of observed behavior to the scans and determine which traits are desirable before we can proceed with that selection. Then of course, there is always the question of who should decide? Determining what value systems will prevail takes us back to Plato and the Republic, where philosophy is held to be the highest virtue. But, that is a topic for another discussion. Want to expand on the discussion? We encourage you to expand on the discussion, add to the critique or even share your vision with regards to the future applications of the theory.

Chapter 2 : Trait and Skills approach by Kelly Bacak on Prezi

ABSTRACT: The study offers grounds to measure level of "creativity" through directional "leadership management options" (i.e. transactional leadership, laissez-faire leadership) in teams marked by individual differences or diversity. The study results confirmed that transformational.

Chapter 3 : Lifetime Achievement Award Honoree: Ralph Stogdill

The traditional dichotomy leadership-management has led to non-holistic management in many business organisations. This realisation led this study to propose the concept of "holistic leadership" which encompasses both the traditional views of leadership and management.

Chapter 4 : Consideration and Initiating Structure - Wikipedia

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