

# Leadership 2022 and Beyond

AGA Central Ohio Chapter Professional Development Conference

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# Leadership 2022 and Beyond

## Part 1: Theories and Styles



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### What is a Leader

The concept of leadership is derived from the word 'Leader' in Anglo-Saxon origin, and the word leader means 'taking people on a journey and guiding them on the journey'.



Leadership is a concept that can be analyzed and defined in different ways when taken from different perspectives.



**So let us start our journey!**



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**Leadership 2022 and Beyond Agenda**

1. Leadership Theories
2. Leadership Styles
3. Leading with Empathy

**Leadership 2022 and Beyond Outcomes**

1. Recognize various Leadership styles
2. Describe the evolution of Leadership
3. Apply empathetic leadership skills



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Kippenberger (2002)'s chronological order of leadership is important in terms of reflecting the development process of the concept

- The Big Man Theory until the mid 1900's
- 1900 - 1948 Properties Theory
- 1930s, Autocratic, Democratic and Laissez Faire Leadership Styles
- 1945 - 1960s Behavioral Theories
- 1957 - 1970's Contingency Theories
- 1967 - Contingency Theory to the Present
- 1970 - Charismatic Leadership Until Present
- 1970 - Team Leadership Until Today
- 1970 - Servant Leadership Until Today
- 1978 - Transformational Leadership until Today

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- A leader is the person who encourages a group of people to behave in line with a specific purpose and that these people follow in order to achieve their personal and group goals, and act in accordance with his requests, orders and instructions (Koçel, 2010: 569).
- A leader is a person who has the power to influence a group or the people in the organization for a specific purpose (Baltaş, 2007: 32).
- A leader is a creative person who influences the behavior of the people as he wishes and guides them while performing this act of influence, enlightens, teaches, sees the foresight, gives orders and instructions, and senses the wishes and needs of the people he works with in time (Bakan, 2008: 14).
- Leadership is to persuade people to put aside their individual interests and to follow a general goal that is important for the well-being of a group (Lunenburg and Ornstein, 1996: 113).
- Leadership is the process of directing the activities of others to achieve personal or group goals under certain conditions (Kayalar and Özmutaf, 2008: 565).

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### Theory Categories

1. **Trait**
  - Basic idea remains that if a person possesses these she or he will be able to take the lead in very different situations.
2. **Behavioral**
  - They moved from leaders to leadership – and this became the dominant way of approaching leadership within organizations in the 1950s and early 1960s
3. **Contingency**
  - The idea that what is needed changes from situation to situation. central idea was that effective leadership was dependent on a mix of factors
4. **Transformational**
  - Approach their followers with an eye to trading one thing for another (1977: 4), while the latter are visionary leaders who seek to appeal to their followers 'better nature and move them toward higher and more universal needs and purposes' (Bolman and Deal 1997: 314). In other words, the leader is seen as a change agent.




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## Leadership 2022 and Beyond

### Part 2: Leadership in Action




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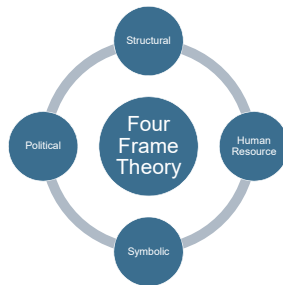
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Bolman and Deal (1991) divided leadership into four categories

- Argued that human problems in organizations are multidimensional and that multiple leadership approaches are needed to understand these multidimensional human behaviors and to cope with the problems arising from these behaviors.
- Leaders' adoption of a multiple management approach that takes all these dimensions into account can prevent organizational failure.




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The Journal of Academic Social Science Studies  
Year: 14 - Number: 85, p. 355-377, Summer 2021


**Analysis of Leadership Styles in Institutions in the Context of Bolman and Deal's Four Framework: A Comparative Research on the Banking Sector**

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**Your Turn!**

**Take the Leadership Orientation Questionnaire**




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## Leadership 2022 and Beyond

### Part 3: Leading with Empathy


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## Leading with Empathy

**What is empathy?**

The most common definition empathy is the ability to put ourselves in the person's place in the hope that we can feel and understand another person's emotions, thoughts, actions and motives.


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## Why Empathy?

2021 Ernst and Young Empathy in Business Survey

- 54% of workers left a previous job because their boss wasn't empathetic to their struggles at work
- 49% said employers were unsympathetic to their personal lives
- 46% feel their company's efforts to be empathetic toward employees are dishonest
- 42% say that their company doesn't follow through on its promises
- 88% feel that empathetic leadership creates loyalty among employees toward their leaders
- 90% say empathetic leadership leads to higher job satisfaction
- 79% agree it decreases employee turnover




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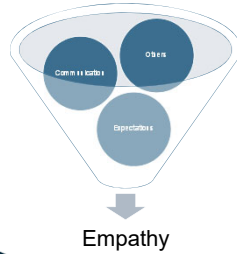
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**O + C + E = Empathy**




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*thank  
you*

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