Leadership Paradigms – 1b: Leadership Theories and Styles

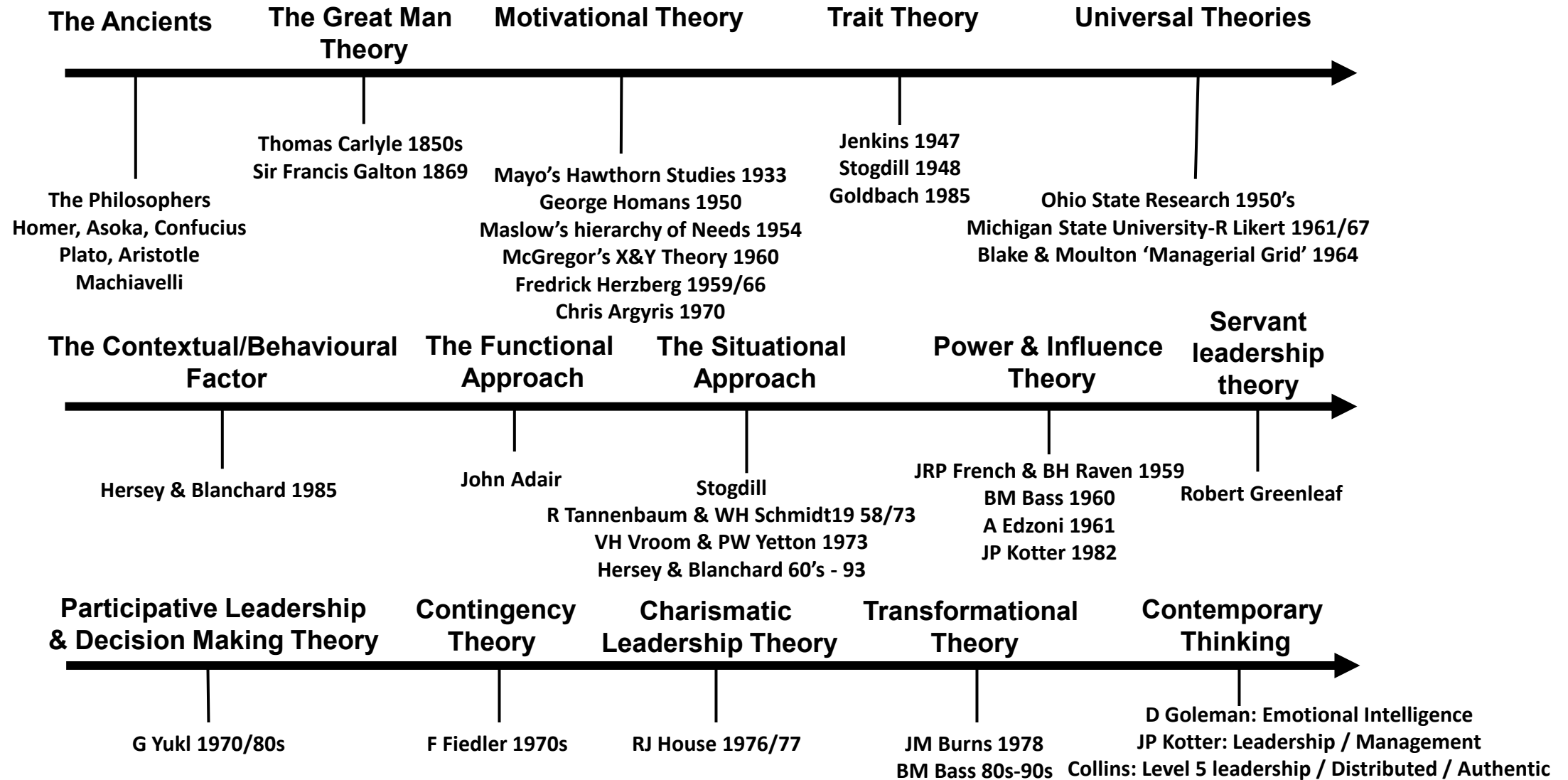**Dr Dennis Vincent MBE**

8 – 12 September 2025

Session Aim and Scope

- Aim: To critically discuss leadership theory and its application in a defence and security context.

- Scope:
  - Leadership Theories
  - Leadership Styles
  - Questions and Discussion

Leadership Theories

The Evolution of Leadership Theory

The Ancients **The Great Man Theory** **Motivational Theory** **Trait Theory** **Universal Theories**

Thomas Carlyle 1850s
Sir Francis Galton 1869

The Philosophers
Homer, Asoka, Confucius
Plato, Aristotle
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The Contextual/Behavioural Factor **The Functional Approach** **The Situational Approach** **Power & Influence Theory** **Servant leadership theory**

Hersey & Blanchard 1985

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Participative Leadership & Decision Making Theory **Contingency Theory** **Charismatic Leadership Theory** **Transformational Theory** **Contemporary Thinking**

G Yukl 1970/80s

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D Goleman: Emotional Intelligence
JP Kotter: Leadership / Management
Collins: Level 5 leadership / Distributed / Authentic

Leadership Theories

Are leaders born or made?

Ancient Origins:

- Confucius (540 BCE)

- Sun Tzu (500 BCE)

- Plato (428 BCE)

- Aristotle (385 BCE)

- Asoka (268 BCE)

- Geber (Abu Musa Jabir) 8th Century

- Averroes (Ibn Rushd) 10th Century

Leadership Theories

- **Early Theories**:
  - Great Man Theory
  - Born leaders

Leadership Theories

- Early Theories:
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  - Born leaders
- **Trait Theory**

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord et al (1986)	Kirkpatrick & Locke (1991)
• Intelligence • Alertness • Insight • Responsibility • Initiative • Persistence • Self-confidence • Sociability	• Intelligence • Masculinity • Adjustment • Dominance • Extroversion • Conservatism	• Achievement • Persistence • Insight • Self-confidence • Responsibility • Co-operative • Tolerance • Influence • Sociability	• Intelligence • Masculinity • Dominance	• Drive • Motivation • Integrity • Confidence • Cognitive ability • Task knowledge

Your Individual Leadership Construct

- Individually write down 9 leadership qualities (traits, values, behaviours, skills and competencies) that you feel are important for leadership in your organisation.

- You have 90 seconds to do this.

- Think about the list you have produced and put them in priority order where '1' is the most important and '9' is least important.

- You have 30 seconds to do this.

- Please keep this list as we will return to it later.

Leadership Qualities

Values / Traits

- Bold
- Courage and resolution
- Empathy
- Ethical
- Genuine
- Honesty
- Honourable / Honour
- Humane
- Humility
- Integrity
- Loyalty
- Moral courage
- Motivation
- Passionate / Inner motivation
- Religious
- Resolute / Determination
- Self-confidence
- Self-regulating
- Steadfast
- Trustworthy / Trusting
- Upright

Skills /Competencies

- Analytical
- Capacity to motivate
- Clarity of mind
- Collaborative
- Communication skills
- Culturally attuned
- Cunning
- Curios
- Diplomatic
- Emotional self-control
- Expertise
- Good listener
- Good manager
- Judgement
- Knowledgeable
- Persuasive
- Physical vitality
- People skills
- Professional/competence
- Self-aware
- Shared vision
- Socially Aware
- Socially Aware
- Strategic thinker
- Technically sound
- Understanding followers needs
- Visionary
- Well educated

Gene, Gender and Race Qualities

- Appearance.
- Age, health, vitality…
- Gender, masculinity…
- Height, build…
- Family background.
- Sexual orientation…
- Upbringing.

Behaviours

- Adaptive
- Assertiveness
- Authoritative
- Caring
- Celebrative of other's success
- Charismatic/Impressive
- Cheerful
- Coaching/Supportive
- Compassion
- Communicative
- Decisiveness
- Drive / Driven to achieve
- Down to Earth
- Empowering
- Engagement
- Flexible / situationally aware
- Focused
- Initiative
- Inspiring/leading by example
- Just / Equitable / Fair
- Openness/Authentic/Honest
- Respectful/ Reliable
- Self-control/Emotional balance

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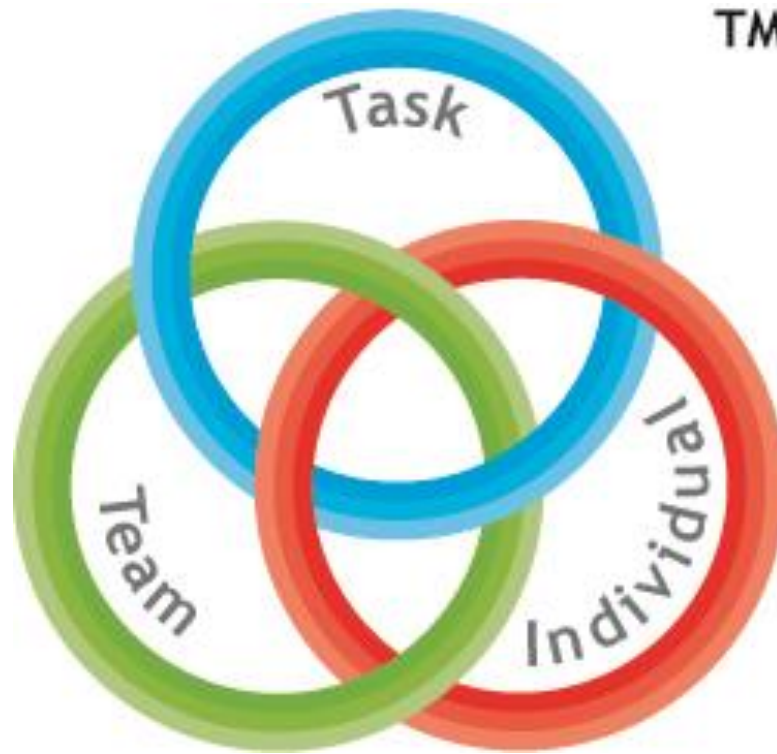- **Transactional Leadership**

Transactional leadership

- People perform best in a clear chain of command

- People are motivated by rewards and punishment

- Obeying leaders commands is the primary goal followers

- Subordinates need to be carefully monitored

Bass, 1990

Leadership Theories

- Early Theories:
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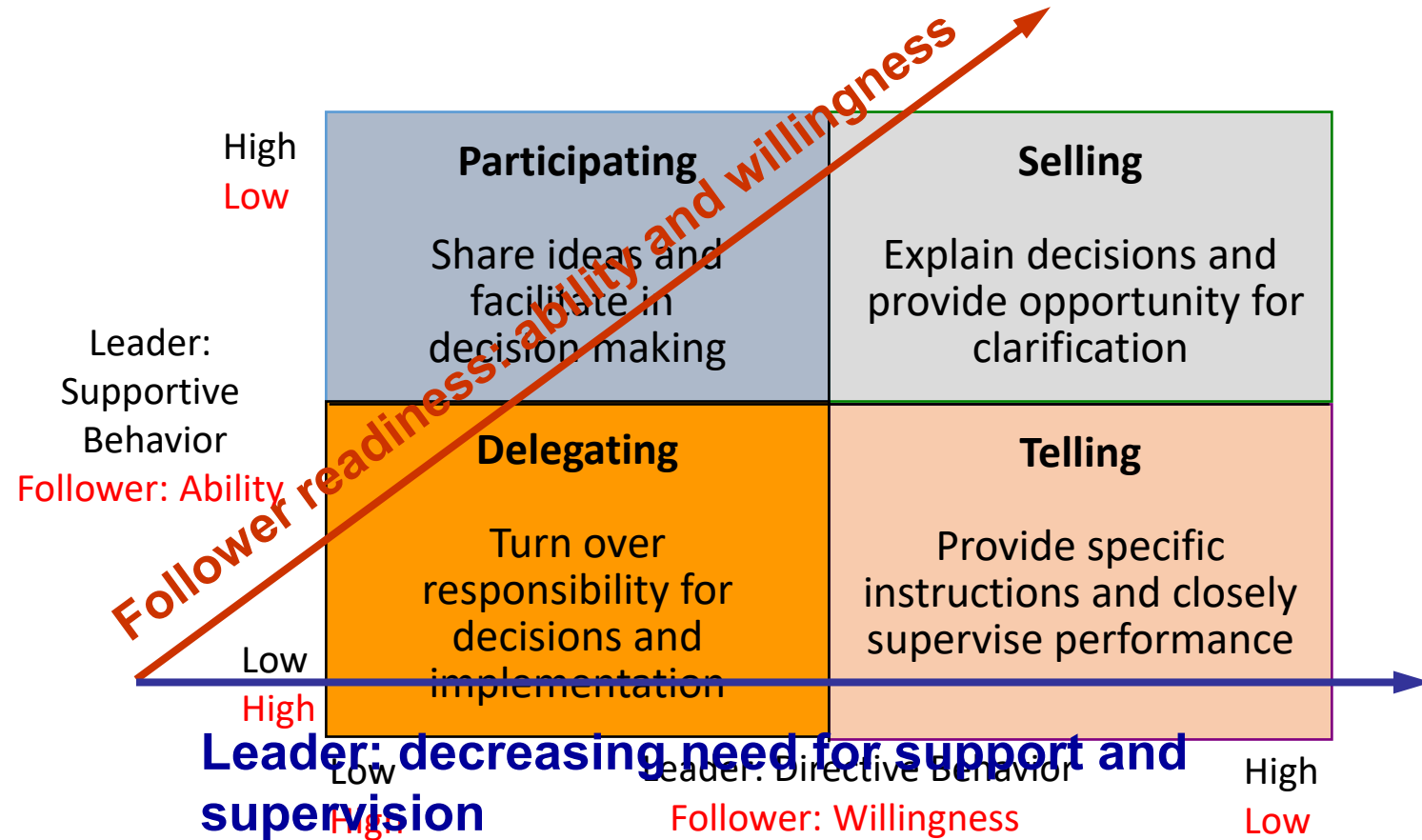- **Functional Leadership**

- Defining the task
- Planning
- Briefing
- Controlling
- Supporting
- Motivating
- Evaluating
- Setting an Example

Adair, 1979

Leadership Theories

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- Functional Leadership
- **Situational Leadership**

High
Low

Leader:
Supportive
Behavior

Follower: Ability

Low
High

Participating

Share ideas and facilitate in decision making

Selling

Explain decisions and provide opportunity for clarification

Delegating

Turn over responsibility for decisions and implementation

Telling

Provide specific instructions and closely supervise performance

Follower readiness: ability and willingness

Leader: decreasing need for support and supervision

Low
High

Leader: Directive Behavior

Follower: Willingness

High
Low

Hersey & Blanchard, 1969

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- Situational Leadership
- Functional Leadership
- **Transformational Leadership**

Transformational leadership [4Is]

- **Individualised Consideration**:
  - Attends to each followers needs
  - Mentor or coach to the followers
- **Intellectual Stimulation**:
  - Challenges assumptions & takes risks
  - Stimulates & encourages creativity
- **Inspirational Motivation**:
  - Articulates a vision that is inspiring to followers
- **Idealised Influence**:
  - Provides a role model for high ethical behaviour
  - Instils pride, gains respect and trust

Bass, 1990

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- Functional Leadership
- Transformational Leadership
- **Authentic Leadership**

George, 2003

Leadership Styles

Leadership Styles (Goleman, 2017)

1. Commanding: demand instant compliance
2. Pace-setting: expects excellence and self-direction
3. Democratic: participation to build consensus
4. Coaching: develops people for the future
5. Affiliative: creates emotional bonds and harmony
6. Visionary: mobilises people towards a vision

Transactional

↕

Transformational

Six Leadership Styles
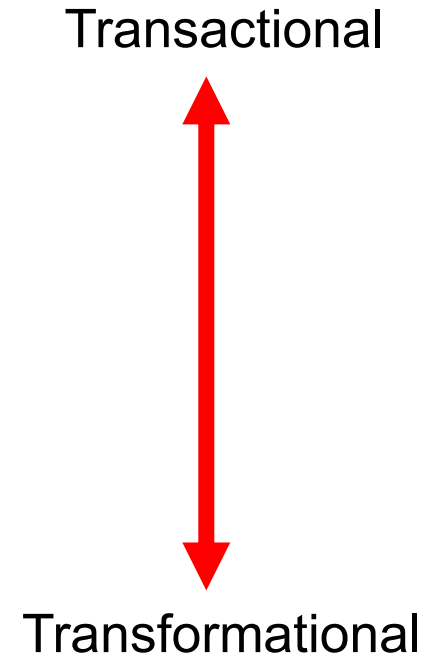
What Style?

In pairs discuss what your dominant leadership style might be in the following situations:

- One of your team is having personal problems and wants to discuss them with you?

  Affiliative

- You have a new task and want to get ideas from your team?

  Democratic

- You are leading your formation on operations and need to give orders quickly?

  Commanding

- You have some new staff members in your headquarters and want to improve their performance?
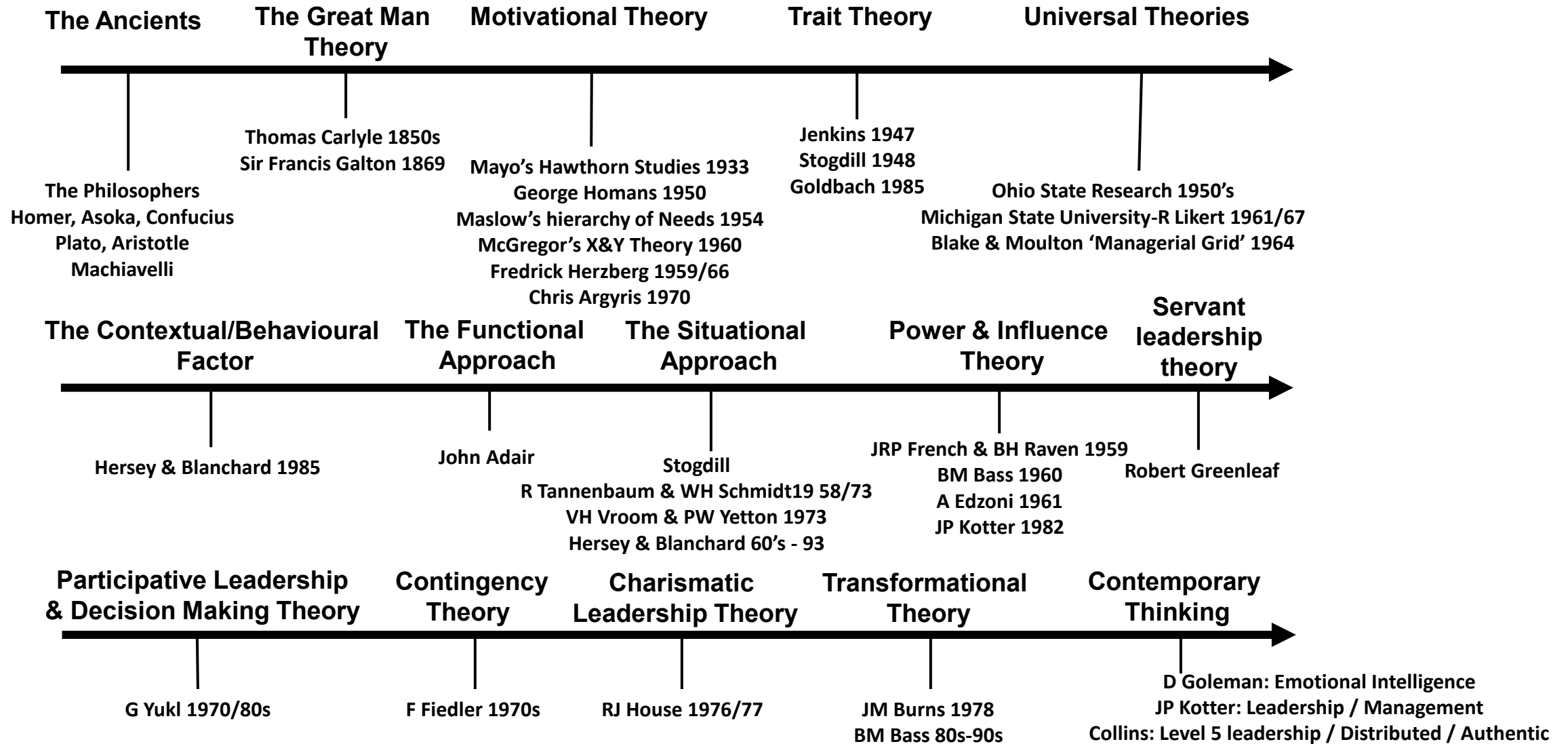
  Coaching

Commanding

Pace Setting

Democratic

Coaching

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Visionary
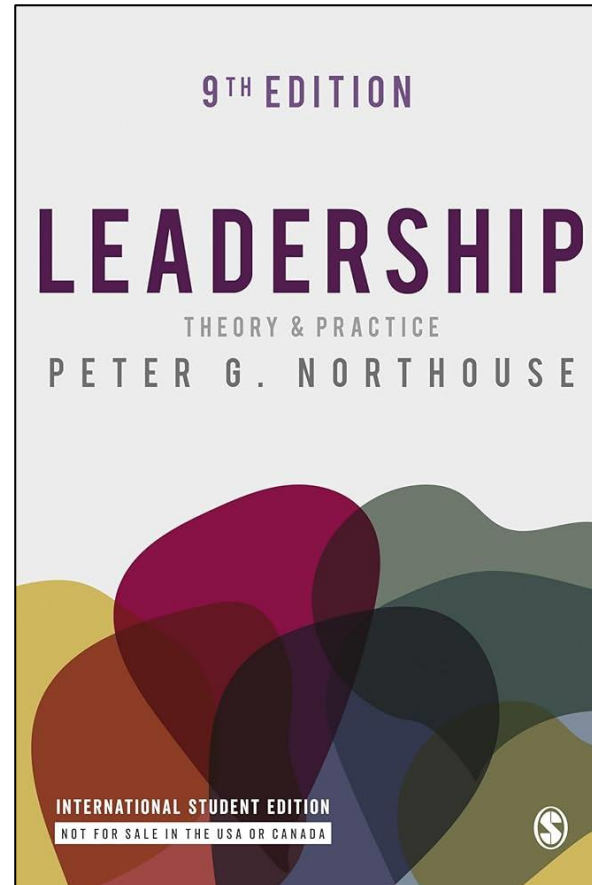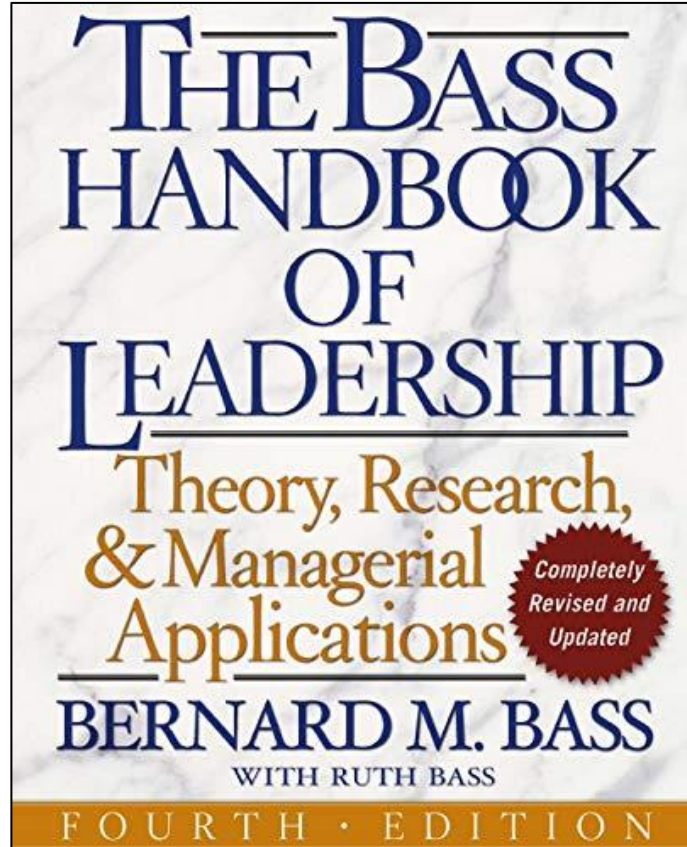
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Further Reading

Thank You

Any Questions?

References

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