Welcome to:
Leadership Theory (TU-EV0002)

Introductory lecture

Teacher: Peter Kenttä, D.Sc.

Summer 2021
3.6.2021

First things first – zoom etiquette during this lecture

- **Keep yourself muted if you have background noise**
- **Keep camera on**
- **Ask questions directly at any time, do not use chat for questions**

- **This lecture will not be recorded**

Contents of this lecture

Practicalities   Participants   Next steps

**Aalto University
School of Science**

Peter Kenttä

D.Sc. (Tech.)

Teacher since 2012:

Leadership Theory

Advanced Personal Leadership

Leading as Practice

Philosophy

Management educator and organizational change specialist in Filosofian Akatemia

Living in Singapore

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The overarching idea with the course

- **Previously students have had to read classics in conjunction with their Master's or Bachelor's thesis, without getting credits for the extra work**

- **To provide an overview of different schools of thought, key publications, and influential theories on leadership**

- **Let students find their own way through the literature, instead of being guided by the preferences of a particular teacher or course**

Learning objectives

1

Learn a range of classic and groundbreaking theories on leadership

2

Learn the evolution of leadership perspectives and theory

3

Learn to make sense of and apply leadership theories

Learning in this course

Reading	• Familiarize yourself with many different takes on leadership
Writing	• Enable deep, recursive learning • Reflective assignments
Discussing	• Reading groups

Communication on this course

ZOOM

MYCOURSES

EMAIL

FORUMS

Grading and Assessment (0-5)

Assessment based on six criteria, all of equal importance and assessed 0 (0-49%) to 5 (90-100%).

- **Content knowledge**
- **Critical thinking**
- **Application**
- **Structure**
- **Academic Writing**
- **Overall Presentation**

Grades (0-5)

Grades will be given as follows:

0-49% of points = 0

50-59% = 1

60-69% = 2

70-79% = 3

80-89% = 4

90-100% = 5

Submit and pass two essays

The Intro essay (~ 4h)

- Your motivation to take the course, DL 7th of June at 2 pm.
- Required to pass the course. Pass/Fail assignment.
  - Need to know who is in and who is out, before reading groups are assigned.
- Assignment already in MyCourses

The Outro essay (~30h)

- Your grade entirely based on this essay. DL 18th of August at 2 pm.
- Instructed length 14-18 pages (max. length 20 pages of content)
- Assignment already in Mycourses.

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The Outro essay

Three parts:
1. **A literature review (6-8 pages)**
   - You choose the themes and structure
   - Do not use my themes and structure if you are aiming at the grade excellent (5)
2. **A reflection on the literature (4-6 pages)**
   - Show critical thinking and imagination for application
3. **An application exercise, either Part A or Part B. (4-6 pages)**
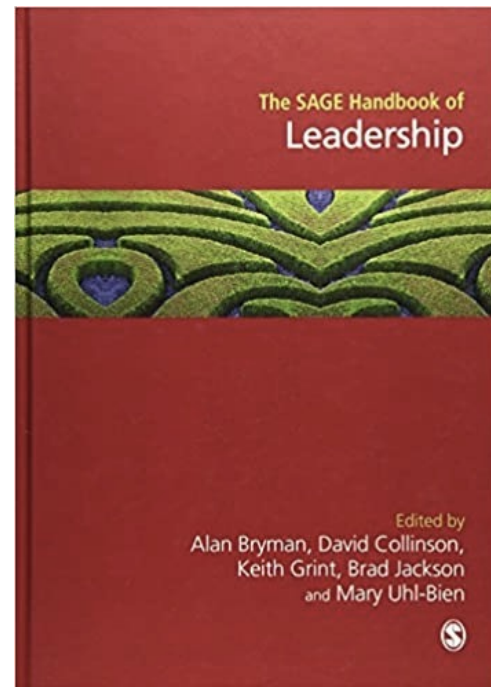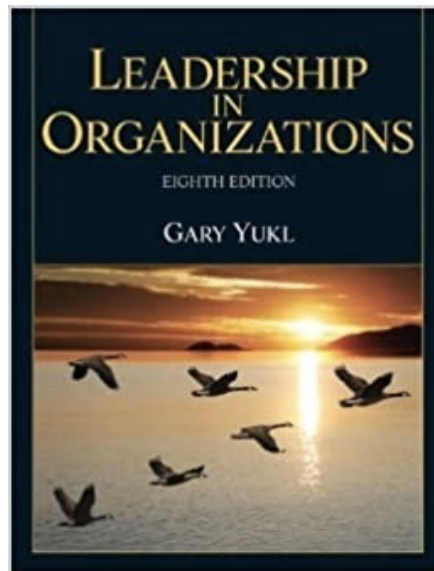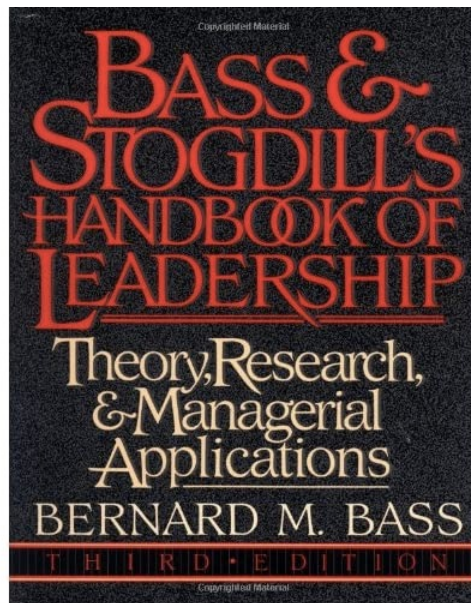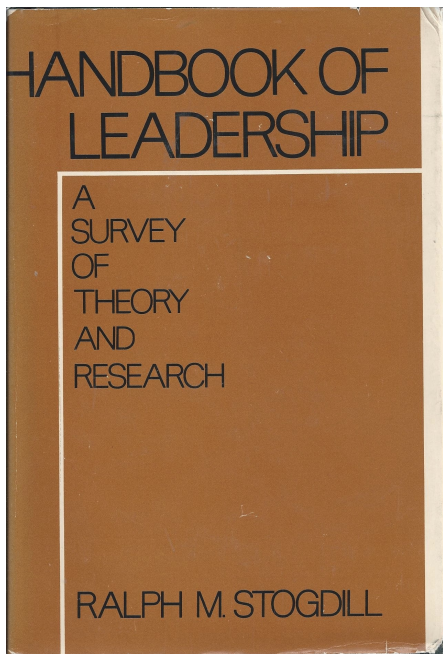   - A: Provide three renditions of a personal leadership experience
   - B: Provide three renditions of a movie clip from Braveheart
   - See Knights & Willmott (1992) for an example

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5 min Break

Influential books about leadership theory

HANDBOOK OF LEADERSHIP

A SURVEY OF THEORY AND RESEARCH

RALPH M. STOGDILL

BASS & STOGDILL'S HANDBOOK OF LEADERSHIP

Theory, Research, & Managerial Applications

BERNARD M. BASS

THIRD EDITION

LEADERSHIP IN ORGANIZATIONS

EIGHTH EDITION

GARY YUKL

The SAGE Handbook of Leadership

Edited by
Alan Bryman, David Collinson,
Keith Grint, Brad Jackson
and Mary Uhl-Bien

Well-known leadership publications

Leadership Quarterly	*Leadership*	*Human Relations*	*Administrative Science Quarterly*	*Journal of Management*	*Management Communication Quarterly*
Academy of Management Journal (empirical)	*Academy of Management Review (theoretical)*	*Academy of Management Annals (in-depth reviews)*	*Annual Review of Psychology*	*Social Psychology Review*	*Journal of Applied Psychology*
Personality and Social Psychology Review	*The Journal of Applied Behavioral Science*	*Harvard Business Review (executives)*	*International Journal of Leadership Studies*	Journal of Management Studies	Strategic Management Journal
Organization	Psychological Bulletin	Journal of Organizational Change Management	Business Ethics Quarterly	Organization Science	Organization Studies

Course material: 22 articles (~90 h)

Overview of leadership literature (5 articles)

Hero theories of leadership (4 articles)

Post-heroic theories of leadership (4 articles)

Psychological theories of leadership (2 articles)

Critical and social constructionist theories of leadership (4 articles)

Relationship based theories of leadership (2 articles)

A debate article (1 article)

Overview of leadership literature

1. Glynn, M. A., & Raffaelli, R. (2010). Uncovering Mechanisms of Theory Development in an Academic Field: Lessons from Leadership Research. *The Academy of Management Annals*, *4*(1), 359–401.

2. Yukl, G. (1989). Managerial Leadership: A Review of Theory and Research. *Journal of Management*, *15*(2), 251–289.

3. House, R. J., & Aditya, R. N. (1997). A Social Scientific Study of Leadership: Quo Vadis? *Journal of Management*, *23*(3), 409–473.

4. Avolio, Bruce J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*, *60*(1), 421–449.

5. Alvesson, M. (2019). Waiting for Godot: Eight major problems in the odd field of leadership studies. *Leadership*, *15*(1), 27–43.

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Glynn & Raffaelli 2010

- **Behavioral theories of leadership dominate (45%)**

- **Contingency theories second (27%)**

- **Trait theories over 40% in LQ**

- **Quantitative methods dominate (82%)**

- **In LQ, 66% of articles made no reference to context**

- **"We found no evidence that later generations of theories eclipsed or displaced earlier ones. Instead, each theoretical perspective persisted over time, with little evidence of a winnowing process."**

- **"Theoretical pluralism describes the field of leadership research."**

Hero theories of leadership

1. Conger, J. A., & Kanungo, R. N. (1987). Toward a Behavioral Theory of Charismatic Leadership in Organizational Settings. *The Academy of Management Review*, *12*(4), 637–647.

2. Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly*, *10*(2), 181–217.

3. Avolio, B. J, & Gardner, W. L. (2005). Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership. *The Leadership Quarterly*, *16*(3), 315–338.

4. van Dierendonck, D. (2011). Servant Leadership: A Review and Synthesis. *Journal of Management*, *37*(4), 1228–1261.

Post-heroic theories of leadership

1. Gronn, P. (2002). Distributed leadership as a unit of analysis. *The Leadership Quarterly*, *13*(4), 423–451.

2. Crevani, L., Lindgren, M., & Packendorff, J. (2007). Shared Leadership: A Postheroic Perspective on Leadership as a Collective Construction. *International Journal of Leadership Studies*, *3*(1), 40–67.

3. Drath, W. H., McCauley, C. D., Palus, C. J., Van Velsor, E., O'Connor, P. M. G., & McGuire, J. B. (2008). Direction, alignment, commitment: Toward a more integrative ontology of leadership. *The Leadership Quarterly*, *19*(6), 635–653.

4. Denis, J.-L., Langley, A., & Sergi, V. (2012). Leadership in the Plural. *The Academy of Management Annals*, *6*(1), 211–283.

Psychological theories of leadership

1. Hogg, M. A. (2001). A Social Identity Theory of Leadership. *Personality and Social Psychology Review*, *5*(3), 184–200.

2. Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, *87*(4), 765–780.

Critical and social constructionist theories of leadership

1. Smircich, L., & Morgan, G. (1982). Leadership: The Management of Meaning. *The Journal of Applied Behavioral Science*, *18*(3), 257–273.

2. Meindl, J. R., Ehrlich, S. B., & Dukerich, J. M. (1985). The Romance of Leadership. *Administrative Science Quarterly*, *30*(1), 78.

3. Gemmill, G., & Oakley, J. (1992). Leadership: An alienating social myth? *Human Relations*, *45*(2), 113–129.

4. Fairhurst, G. T., & Grant, D. (2010). The Social Construction of Leadership: A Sailing Guide. *Management Communication Quarterly*, *24*(2), 171–210.

Relationship-based theories of leadership

1. Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, *6*(2), 219–247.

2. Cunliffe, A. L., & Eriksen, M. (2011). Relational leadership. *Human Relations*, *64*(11), 1425–1449.

A debate article

1. Gardner, W. L., Karam, E. P., Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. *The Leadership Quarterly*, articles in advance.

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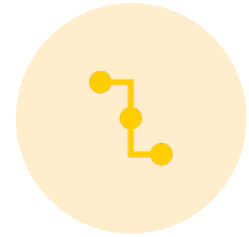
Why this selection of articles?

STEM FROM MANY DIFFERENT PUBLICATIONS, WHICH PROVIDES SCOPE AND VARIETY

INFLUENTIAL ARTICLES AND/OR AUTHORS

INCLUDES KEY DEBATES, CONCEPTS, AND THEORIES

PROVIDES SOME OVERLAP BUT ALSO RADICAL DIVERGENCE

Reading groups (~4 persons)

- **The reading groups are compulsory**
- **At least 5 meetings to pass the course, report after each meeting**
- **The literature can be heavy to digest and reflect on alone, especially those articles that are not to your taste**
- **Working in a group helps keep up motivation and progress**
- **The essay assignments require reflection and critical thinking, hearing other opinions and views tends to help**
- **Will be assigned after the Intro essays are submitted**
  - You may suggest your own reading group

Participants: breakout rooms

Who are you? Why have you chosen this course? First impressions?

What are the key challenges on this course, from your point of view?

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Next steps

Write and submit the Intro essay

Form reading groups

Schedule and plan your reading and writing

Questions, comments, inspiring thoughts?