



Trends in Leadership & Leadership Development

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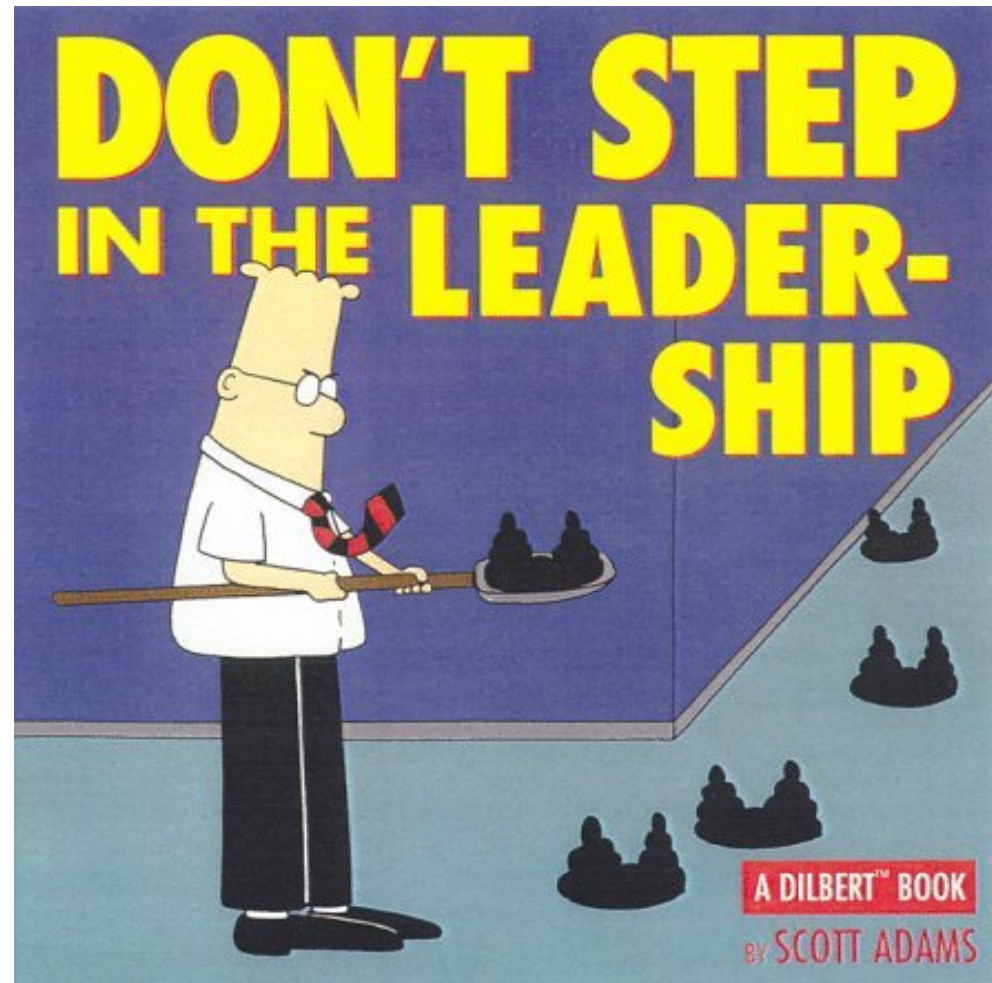
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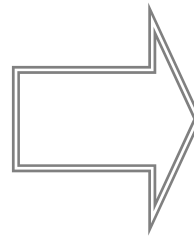
Leadership: the current obsession...

- 512m web pages
- 19,116 books
- \$50 billion annual expenditure on LD
- Over 900 university programmes
- Over 100 specialist degrees



Bolden, R. and Kirk, P. (2006) From 'leaders' to 'leadership', *Effective Executive*, 8(10), 27-33.

Changing views of the leader...



- Top dog
- Victor
- Order giver
- Visionary
- Hero/saviour

- One of us
- Mentor and coach
- Team builder
- Facilitator
- Matchmaker

Changing perspectives on leadership...

Context



“Leader”

Leadership: “a social influence process through which emergent coordination and change are constructed and produced”

(Uhl-Bien, 2006: 668)

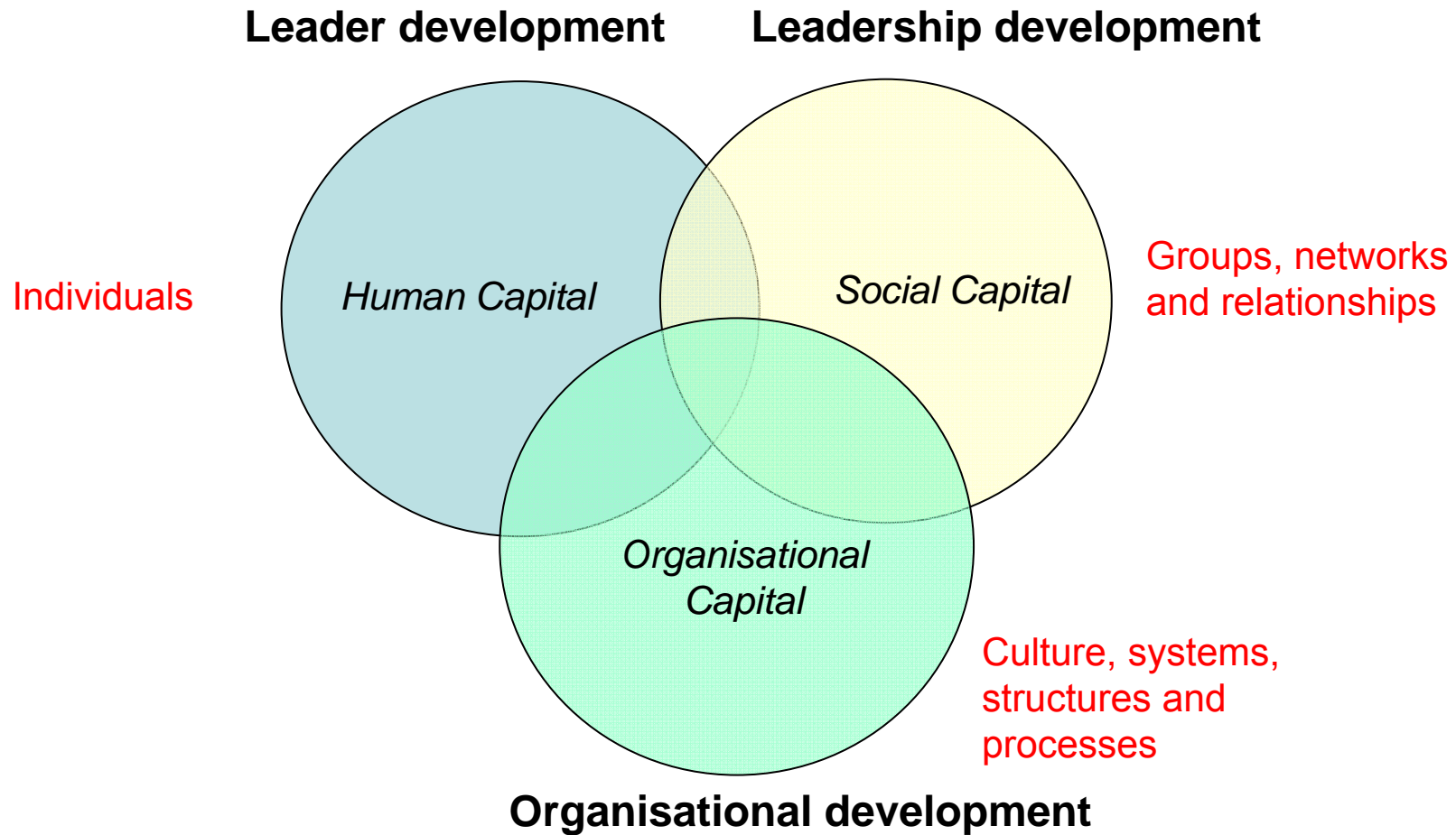


“Followers”



“System”

Leadership and organisational development...



Adapted from: Day, D. (2001) Leadership development: a review in context, *Leadership Quarterly*, 11(4), 581-613.

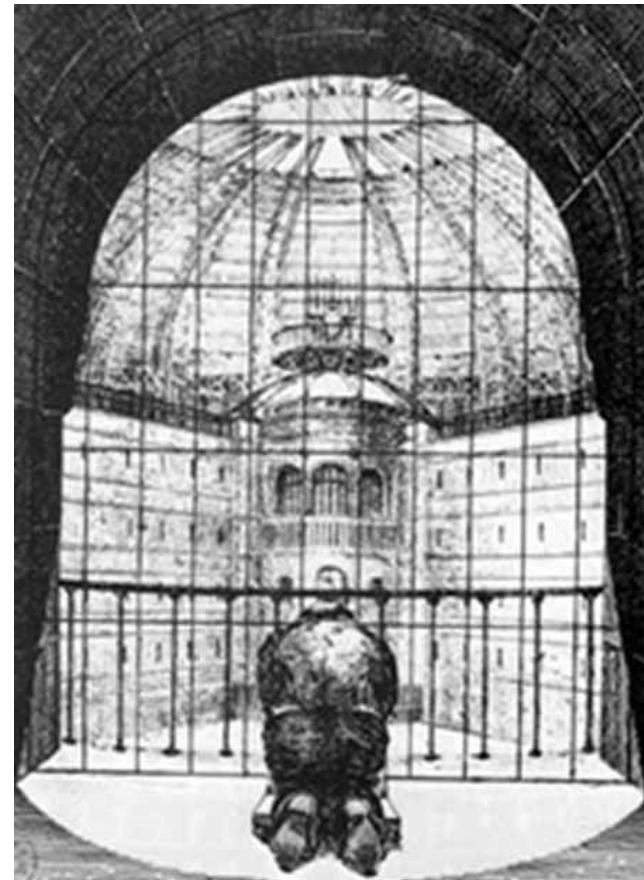
The changing face of leadership development...

	From	To
Programme	<ul style="list-style-type: none"> • Prescribed • Standard • Theoretical 	<ul style="list-style-type: none"> • Study programme & real issues • Customised • Theory in context
Time-frame	<ul style="list-style-type: none"> • One-off event 	<ul style="list-style-type: none"> • A journey with ongoing support
Mode	<ul style="list-style-type: none"> • Lecturing/listening • Conceptual 	<ul style="list-style-type: none"> • Participatory, interactive & applied • Experiential & conceptual
Focus	<ul style="list-style-type: none"> • Individuals 	<ul style="list-style-type: none"> • Individuals within a group, for a purpose
Consultant	<ul style="list-style-type: none"> • Supplier 	<ul style="list-style-type: none"> • Partner, co-designer, facilitator, & coach

West, M. and Jackson, D. (2002) Developing school leaders: a comparative study of school preparation programmes. Paper presented at *AERA Annual Conference*, New Orleans, April 2002.

New forms of control...

- Leadership & management competencies
- Performance mgmt & reward systems
- Career pathways
- The rhetoric of leadership



The Panopticon

“... the problems it promised to resolve are not capable of resolution and its promise consisted largely of a sleight of hand whereby organizational problems were simply restated as management responsibilities”

Salaman, G. (2004) Competences of managers, competences of leaders. In J. Storey (ed.) *Leadership in Organizations: Current issues and key trends*. London: Routledge, 58-78.

“The nature of management and managers and of leaders and leadership is highly problematic: there is no agreed view on what managers or leaders should do and what they need to do it. And there never can be, since such definitions arise not from organisational or technical requirements, but from the shifting ways in which over time these functions are variously conceptualised. The manager, as much as the worker, is a product of history.”

Salaman, G. (2004) Competences of managers, competences of leaders. In J. Storey (ed.) *Leadership in Organizations: Current issues and key trends*. London: Routledge, 58-78.

Some points for reflection

- What is it that we are hoping 'leadership' and 'leadership development' will resolve/improve?
- Are the methods used likely to produce these outcomes?
- What are the negative & unexpected consequences of a shift from management to leadership?