

Defining Leadership

- The academic literature defines leadership in terms of the people in charge of things.
- In modern organizations (the military, the government, General Motors), people often get to be in charge for reasons that have little to do with leadership.
- This may be why the literature doesn't converge.

The slide features a header with the Hogan logo on the left and the title "Defining Leadership" in a bold, sans-serif font. Below the header, there is a list of three bullet points. The background of the slide is white with a large, faint, light-gray arch shape behind the text.



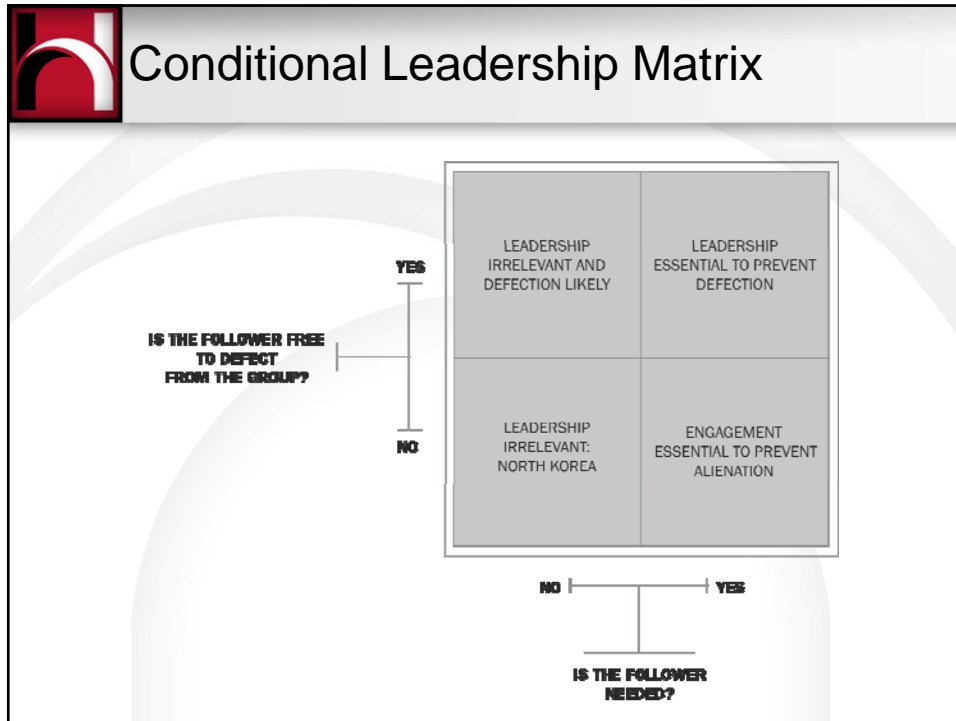
A Team-Based Definition

- The study of human origins suggests that warfare was a key factor driving human evolution.
- In this context, leadership is a resource for group survival, not a means for individual enrichment.
- Leadership involves building and maintaining a high performing team.
- Framed in these terms, the literature begins to converge.



Leadership Contexts

- Leadership matters when groups compete.
- There are other conditions when leadership doesn't matter.
- It is useful to consider these conditions.



When Leadership Matters

- Leadership **only** matters when people are free to defect from the group.
- In the military, people can be shot if they don't follow orders.
- In modern organizations, people can be fired if they don't follow orders.
- All modern organizations have the potential to alienate their incumbents.
- Engagement alleviates alienation.
- Perhaps researchers should focus on engagement and forget leadership.



So What?

- Ideas have consequences, so choose them carefully.
- American psychology is dominated by behaviorism, which regards people as infinitely malleable.
- This leads to situational leadership and the view that there are few principles of good management.
- Evolutionary psychology flatly contradicts behaviorism.
- Somebody is right and somebody is wrong.