

## Organising the theories and research on leadership

<b>Leader-centred</b>	<b>Trait and behavioural theories:</b> posit and explore hypothetical attributes and/or behaviours of leaders that differentiate them from followers
	<b>Contingency and situational theories:</b> posit and explore the relations between (1) the leader's traits and/or behaviours and (2) particular situations or contexts as operationalised and measurable variables
	<b>Relational and dyadic theories:</b> explore the interactions between leaders and their followers/teams
	<b>Transformational and charismatic theories:</b> posit and explore the trait attributes and behaviours of transformational or charismatic leaders who are 'visionary' and 'inspiring' change agents
<b>Other and follower-centred</b>	<p><b>Servant leader theory and stewardship leadership:</b> shifts focus and emphasis to the <i>leader's</i> "ethical responsibilities to followers, stakeholders, and society" (Van Wart, 2003, p14) or being "<i>stewards</i> of both resources and values that enhances the common good" (italics added, April et al, 2007, p223) respectively.</p> <p><b>Follower-centred theories:</b> reverses the leader-centred focus and "explore how followers influence leader attitudes, behaviors (sic), and outcomes" (Uhl-Bien, 2014, p89). It contrasts with the followership theories, which "see <i>followership</i> and <i>leadership</i> as <i>co-constructed</i> in social and relational interactions between people" (ibid). Followership theories can be located in the below category of situated social, organisational and relational processes.</p>
<b>Shared and distributed</b>	<b>Shared and distributed leadership theories:</b> posit leadership as emergent and adaptive processes within teams, groups and organisation. It <i>decentres</i> leadership.
<b>As attributions</b>	<b>Attribution and romance of leadership theories:</b> explore leadership as attributions by individuals and teams; and/or the "romanticization (sic) of leadership" (Meindl and Ehrlich, 1987, p93) that occurs within organisations
<b>As situated social, organisational and relational processes</b>	<b>Critical Leadership Studies, constitutive approaches and social and relational constructionist theories:</b> "explores leadership as negotiated and contested social process[es]" (Jivan, 2007, p24). These explore how leadership is shaped and centred within organisations. Drath et al (2008), taking a more pragmatic and functionalist philosophical stance that informs the Centre for Creative Leadership handbook, explore how direction, alignment and commitment is shaped, given form and enacted within organisations.

## Illustration of leader and follower-centred theories and variables

