

# **Trait Theories (Effective Leadership Qualities & Skills**

**Presented by:**

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# Objectives

- ❖ Concept of leadership
- ❖ Explain What is Trait Theory of leadership
- ❖ Elaborate the Great Man Theory
- ❖ Explain the History Behind the Trait Theory
- ❖ Show the summary of Traits & Characteristics



# Cont...

- ☛ List the core Traits of leadership
- ☛ List the strengths & Criticisms of trait theory
- ☛ Describe the application of trait theory
- ☛ Discuss the summary of the presentation

# Leadership

- ➡ Leadership is “the behavior of an individual directing the activities of a group toward a shared goal”  
**(Hemphill & Coons, 1957)**
- ➡ Leadership is “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization .”

➡ **(House et al,1999)**

# Trait Theory

- 👉 Based on the idea that people are born with certain character traits. It assumes that people are born as leaders.
- 👉 Theories that consider personality , social , physical or intellectual traits to differentiate leaders from non- leaders.
- 👉 The trait theory is based on the great man theory.

# Great Man Theory

- ▶ Leaders are born, not made.
- ▶ This approach emphasized that a person is born with or without the necessary traits of leaderships.
- ▶ “Great man” theories (Gandhi, Lincoln, Napoleon) Belief that

people were born with these traits and only the great people possessed them.

## Cont...

- According to the great man theory of leadership, leadership calls for certain qualities like commanding personality, charm, courage intelligence and aggressiveness.
- This theory support leaders are born not made.



# History

Early  
20<sup>th</sup>  
century

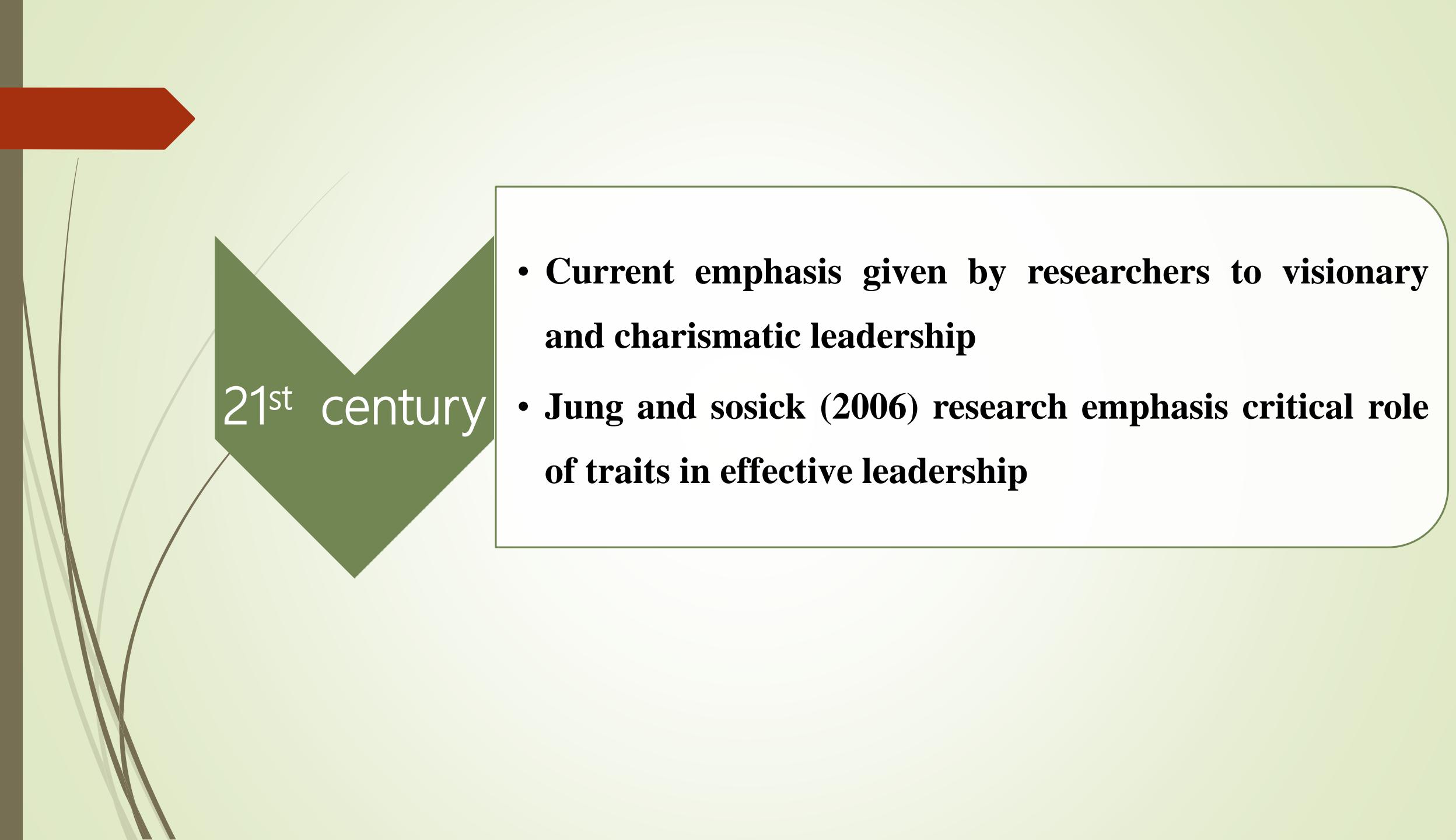
- Leadership traits studied to determine what made great leaders.
- Great Man theories were developed innate qualities.

Mid 20<sup>th</sup>  
century

- Stogdill(1948) questioned universality of leadership traits
- Leadership was reconceptualized as a relationship between people in a social situation

Late 20<sup>th</sup>  
century

- Lord , Devader and Alliger found traits associated with people's perception of leaders
- Research shifted to how traits influence leadership (Bryman ,1992)



21<sup>st</sup> century

- Current emphasis given by researchers to visionary and charismatic leadership
- Jung and sosick (2006) research emphasis critical role of traits in effective leadership



# Summary of traits & Characteristics

## Summary of traits & Characteristics

<b>Stogdill (1948)</b>	<b>Mann (1959)</b>	<b>Stogdill (1974)</b>	<b>Lord , DeVadr and Alliger (1986)</b>	<b>Kirkpatr ick and Locke (1991)</b>	<b>Kemp and Bader (2004)</b>
Intelligence	Intelligence	Achievement	Intelligence	Drive	Cogitative ability
Alertness	Masculinity	Persistence	Masculinity	Motivation	Extraversion
Insight	Adjustment	Insight	Dominance	Integrity	conscientiousness
Responsibility	Dominance	Initiative		Confidence	Emotional Stability
Initiative	Extraversion	Self - Confidence	Cogitative ability		Openness
Self -	Conservation	Responsibility		Task	Agreeableness



# Central traits

- **Intelligence:** Zaccaro(2004), leaders have higher intelligence.
- **Self – Confidence :** Ability to be certain about one's competencies and skills
- **Determination :** Desire to get job done , initiative persistence , etc.
- **Integrity :** Honesty and trustworthiness , take responsibility for their actions
- **Socialability:** Inclination to seek out pleasant social relationships



How does it work

FROM A DOG? TO MILK

- 
- ❑ Focuses exclusively on the leader.
  - ❑ Theoretically more straightforward.
  - ❑ Concerned with specific traits leaders exhibit and who has the traits.
  - ❑ Emphasis that having a leader with a certain set of traits is crucial to effective leadership.

□ Important for people in managerial positions to have designated leadership profile.

Used for personal awareness and development through trait assessment.

If traits are lacking , potential leaders can develop this area for greater effectiveness.



**Strengths**

**beginning**

- ❑ People have a need to see their leaders as gifted people, and the trait approach fulfills this need.
- ❑ Trait approach has a long research tradition and a significant body of research data that support this approach.
- ❑ The trait approach focuses only on the leader and analysis very thoroughly this component in the leadership process.
- ❑ The trait approach has given us some benchmarks for what we need to look for if we want to be leaders.

# Criticisms



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- **Fails to delimit a definitive list of leadership traits**

Endless lists have emerged

- **Doesn't take into account situational effects**

Leaders in one situation may not be leaders in another situation

- **List of most important leadership traits is highly subjective**

Much subjective experience & observations serve as basis for identified leadership traits

- Research fails to look at traits in relationship to leadership outcomes

- Not useful for training & development



**Applications**

Applications

- ❑ All levels in all organization's can use trait approach to provide direction on leadership traits necessary for leadership position.
- ❑ Trait assessment can provide insight into the traits possessed by individuals and can help pinpoint the weakness and strengths.
- ❑ Using trait information managers can develop a deeper understanding of who they are and how that can affect others.



# Conclusion



- ❑ The traits approach gives rise to questions: whether leaders are born or made; and whether leadership is an art or science.
- ❑ Leadership may be something of an art; it still requires the application of special skills and techniques.
- ❑ Even if there are certain inborn qualities that make one a good leader, these natural talents need encouragement and development.
- ❑ A person is not born with self-confidence. Self-confidence is developed, honesty and integrity are a matter of personal choice, motivation to lead comes from within the individual.

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Urgent Work

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