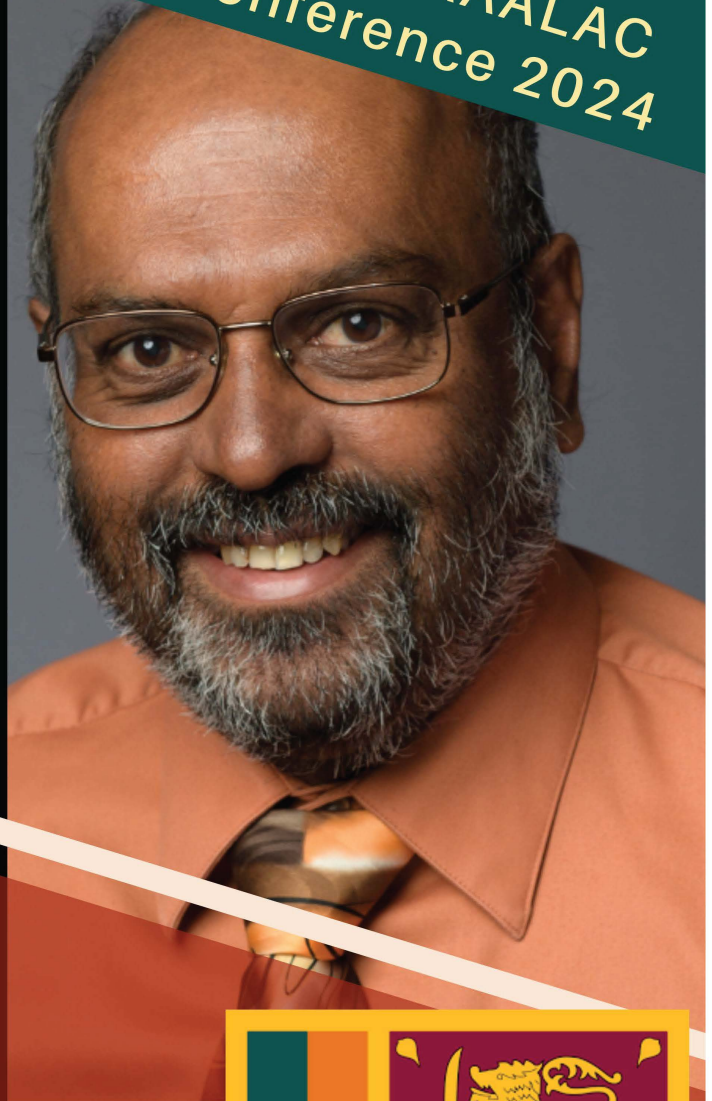


# One More Time: What Exactly is Leadership?

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**One More Time: What Exactly is Leadership**  
...And does it really matter?

1

**What is Leadership?**

2

**Is this Leadership?**



3

**Is this Leadership?**



4

**What is Leadership?**



5

**Qualities of a Leader: Captain of the Ship**

- Knows where he is going
- Has a plan
- Is a good navigator -can chart a course
- Can anticipate bad weather
- Evaluate risks
- Take calculated risks
- Empower competent subordinates
- Is trustworthy

6

### Qualities of a Leader: Rower commander

- Able to communicate
- Can break up fights, disputes
- Can manage the group of rowers
- Can select and develop good rowers
- Understands individual differences among rowers
- Able to motivate rowers to perform at high level
- Understands use of power
- Is trustworthy

7

### Strategic vs. Relational Leadership

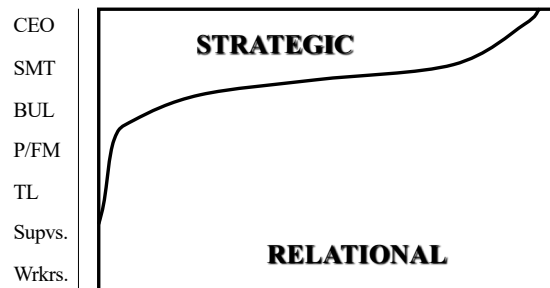
- Captain of the Ship: Engages in Strategic Leadership
- Rower Commander: Engages in Relational Leadership
- Very different types of Leadership requiring very different leadership qualities

8

### Type of Leadership by Level

9

### Strategic vs. Relational Leadership



10

### Survey of Leadership

- Popular Press
- Academic Research

11

### Leaders in the Popular Press

- Elon Musk
- Warren Buffett
- Bill Gates
- Richard Branson
- Mary Barra
- Jeff Bezos
- Steven Jobs
- Lakshmi Mittal
- Mark Zuckerberg
- Jack Welch
- CEO, Tesla
- CEO, Berkshire Hathaway
- Ex-CEO, Microsoft
- CEO, Virgin Galactic
- CEO, General Motors
- CEO, Amazon
- Ex-CEO, Apple Computer
- CEO, ArcelorMittal
- CEO, Meta (Facebook)
- Ex-CEO, General Electric

12

### What does the Research say?

13

### Qualities of Top Leaders: Research Conclusions

- Have a vision for the organization
- Passionate about the vision
- Clear strategy for achieving the vision
- Ability to read the environment
- Adaptability to changing environment
- Courage - willingness to take risks
- Aligning resources - Putting the right people in place and empowering them
- Humility - willing to accept responsibility for failures

14

### Qualities of Middle Leaders: Research Conclusions

- Good Communication skills
- Conflict Resolution and Negotiation skills
- Understanding of Group Dynamics
- Ability to Motivate subordinates
- Ability to recognize individual differences
- Understanding and appropriate use of Power
- Ability to develop relationships
- Ability to build Trust

15

### Implications for Leadership Training

- Need to carefully consider level in the organization
- Select appropriate mix of Strategic and Relational Leadership content
- Vast majority of leaders in organization require Relational Leadership training
- Training Middle Leaders in Relational Leadership is Empowering
- Need more focus on Relational Leadership

16

### Implications for Organizations

- Emphasize the appropriate role of each leader
- Measure leadership and trust
- Reward good relational leadership

17