

Unit 2

Content

Concepts of Leadership

Introduction

This week will provide an overview and review of various leadership theories. Depending on the type of change desired, the leadership approach can be used to move the organization toward the desired outcome. As we discussed in Unit 1, the second step in the three-step process, after identifying the change that is needed, is to identify the leadership style needed. Many of the theories we will review this week were analyzed in detail in MHA5012; however, we will add a few new theories that support the change process within organizations.

[Full Introduction](#)

Some of the leadership theories we will review from MHA5012 include transformational leadership, transactional leadership, strategic leadership, charismatic leadership, and servant leadership. We will add to our existing knowledge by considering contingency theory. Contingency theory states that leaders can be more effective when they alter their behaviors and make their behaviors "contingent" on situational and follower characteristics (Hughes, Ginnett, & Curphy, 2006). Path-Goal Theory and Task-Relations-and-Change Theory are two specific contingency theories that can be used to facilitate change in the organization (Hickman, 2010).

The overall thought this week emphasizes the importance and use of multiple leadership theories or models. There is no "one-size-fits-all" model that can be applied to every situation. Although many scholars and practitioners may think of themselves as transformational leaders, change actually requires several different types of leaders and approaches and the ability to recognize the need for each.

References

Hickman, G. R. (2010). *Leading change in multiple contexts*. Thousand Oaks, CA: Sage.

Hughes, R. L., Ginnett, R. C., & Curphy, G. L. (2006). *Leadership: Enhancing the lessons of experiences* (5th ed.). Boston, MA: McGraw-Hill/Irwin.

Objectives

To successfully complete this learning unit, you will be expected to:

1. Examine the concepts of leadership in organizational change.

2. Compare and contrast key leadership theories.
 3. Discuss why organizations need to employ a variety of leadership approaches to successfully achieve change.
 4. Apply key leadership theories to address current leadership problems.
-

Learning Activities

-

[u02s1] Unit 2 Study 1

Studies

Readings

Use your *Leading Change in Multiple Contexts* text to complete the following:

- Chapter 3, "Concepts of Leadership in Organizational Change," pages 55–75.

Multimedia

- Click **Launch Presentation** to view the *Concepts of Leadership* diagram.



Concepts of Leadership

[Launch Presentation](#) | [Transcript](#)

[u02s2] Unit 2 Study 2

Interview With a Health Care Leader Preparation

Continue to work on the synopsis of your interview with a local health care leader, which is due at the end of Unit 3. If you have not already interviewed this person, be sure to do so soon.

Refer to the assignment description and scoring guide for detailed expectations.

Resources

[u02d1] Unit 2 Discussion 1

Comparing Leadership Theories

Select any three traditional leadership theories to compare and contrast. How are they similar and how are they different? Why do organizations need a variety of leadership approaches to successfully achieve change?

Responses should range from **300–500 words**, with APA formatted in-text citations and accompanying, congruent APA formatted references. Please note that 50 percent of the possible points can be deducted for lack of adherence to scholarly writing detail.

Response Guidelines

~~Peer responses should be substantive and need to include one peer-reviewed source that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of responses that do not contribute content for enhanced learning, and thus cannot be eligible for points. Word count should be a minimum of 125 words. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.~~

Resources

- ~~[Discussion Participation Scoring Guide](#)~~
- ~~[Toggle Drawer](#)~~

[u02d2] Unit 2 Discussion 2

Applying Leadership Theories to Organizational Issues

Describe a common leadership problem that you regularly experience in the workplace. Using the three leadership theories discussed in the first discussion in this unit, how can each leadership theory be applied to address the problem? What is the expected outcome of the three approaches? **Provide examples when appropriate.**

Responses should range from **300â€“500** words, with APA formatted in-text citations and accompanying, congruent APA formatted references. Please note that 50 percent of the possible points can be deducted for lack of adherence to scholarly writing detail.

Response Guidelines

~~Peer responses should be substantive and need to include one peer-reviewed source that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of responses that do not contribute content for enhanced learning, and thus cannot be eligible for points. Word count should be a minimum of 125 words. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.~~

Resources

- o [Discussion Participation Scoring Guide.](#)