

## Leadership Types

Path – Goal Theory

### Defined

- Path-goal theory is about how leaders **motivate** followers to accomplish designated goals. (Northouse, 115)

### Difference from Situational Leadership

“In contrast to the situational approach, which suggests that a **leader must adapt** to the development level of followers, path-goal theory **emphasizes the relationship between the leader’s style and the characteristics of the followers and the organizational setting.**” (Northouse, 115)

### How?

- choosing behaviors that complement or supplement what is missing in the work setting.
- providing information or rewards in the work environment
- leaders provide followers with the elements they think followers need to reach their goals.

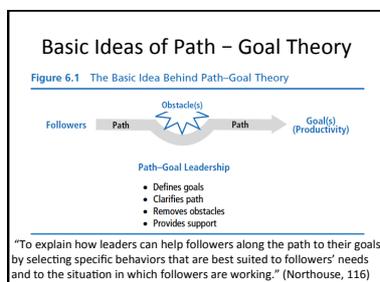
### Motivation

- *What motivates you? List 3 things that motivate you to obtain a goal.*

Together we will watch the video on Motivation on our website. While you watch: **1.** list the reasons motivation is important. **2.** Are any of these reasons what motivates you?

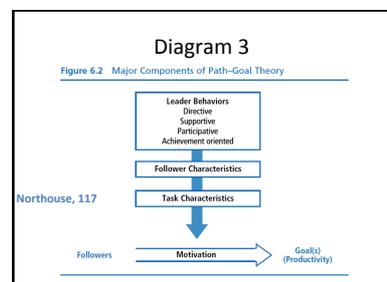
### Path – Goal Theory Leadership

“Good leadership generates motivation when it increases the number and kinds of payoffs that followers receive from their work. Leadership also motivates when it makes the path to the goal clear and easy to travel through coaching and direction, removing obstacles and roadblocks to attaining the goal, and making the work itself more personally satisfying.” (Northouse, 115)



### Assumptions

- The underlying assumption of expectancy theory is that followers will be motivated if they think they are capable of performing their work, if they believe their efforts will result in a certain outcome, and if they believe that the payoffs for doing their work are worthwhile.



### Diagram 4

Table 6.1 Path-Goal Theory: How It Works Northouse, 121

Leadership Behavior	Follower Characteristics	Task Characteristics
<b>Directive</b> Provides guidance and psychological structure	Dogmatic Authoritarian	Ambiguous Unclear rules Complex
<b>Supportive</b> Provides nurturance	Unsatisfied Need affiliation Need human touch	Repetitive Unchallenging Mundane
<b>Participative</b> Provides involvement	Autonomous Need for control Need for clarity	Ambiguous Unclear Unstructured
<b>Achievement Oriented</b> Provides challenges	High expectations Need to excel	Ambiguous Challenging Complex

### Conclusion

- “An effective leader has to attend to the needs of followers. The leader should help followers to define their goals and the paths they want to take in reaching those goals. When obstacles arise, the leader needs to help followers confront them. This may mean helping the follower around the obstacle, or it may mean removing the obstacle. The leader’s job is to help followers reach their goals by directing, guiding, and coaching them along the way.” (Northouse, 122)