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History of Leadership

Abstract

Leaders listen to others opinions and then take the time to reflect on what they hear. People tend to gravitate towards leaders who they believe in and who they feel represented by.

-Forbes

Leadership style is a variable that has received significant attention in the management literatures. This study suggests that effective leadership style may not be dependent on whether an organization is for profit or not for profit. The findings of this study indicate that even in a not for profit context, effective leadership is defined not only by task and people orientation but also the interactions between them. Therefore is developing the psychological profile of effective not for profit leaders as is the case in the for profit sector, management researchers should explore both their task and people orientation.

In this study some leadership is explained such as Leadership in Finance, Anthropology Leadership Concepts and Leadership in the Medieval Period, Modern Leadership Concepts etc.

Keywords: Leadership, Anthropological Leadership.

Introduction

It's not often that one comes by leadership practitioners in the military expoundingon the genesis of the concept of leadership. Also, rarely does one get to read about the history of leadership.Nature stipulates that in any group of two or more animals, a leader emerges naturally, if not nominated. This is true even to acephalous (headless) groupings.

Leadership is basically a skill or ability of an individual or group to guide other individualsor groups. In the West, US vs. European approaches to leadership vary.[1] US academic largely associates leadership to communitarian goals whereas Europeansview leader as one who can be moved not only by communitarian goals but also by the search for personal power.[2] On the other hand, in the East, leadership mostly follows a 'founder family leadership' system. They are also relatively more prone to political influences.[3] However, they tend to profess 'servant leadership' model more than any other form of leadership.The phrase "servant leadership" was coined by Robert K. Greenleaf in The Servant as Leader, an essay that he first published in 1970. In that essay, Greenleaf said:

"The servant-leader is servant first… It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions…"[4]

Leadership studies, mostly undertaken in the West, have produced theories ranging from the famous *traits theory* toother theories based on*behavior,*[5] *power, interaction, function, vision, values,*[6] *charisma* and *intelligence* to name the more important ones. However, what needs elucidation is the origin of the concept of leadership, itspsychological backdrops and evolution. This, if comprehended would go a long way to support a more nuanced practice of any leadership style one may want to adopt.

Aim of the Study

Aim of writing this research paper is to throw light on the history of leadership which will help to know how human and animals both are govern by this psychological phenomenon. Several theories propounded by the thinkers helps to analyze and categories leadership quality.

Review of Literature

Before going in detail of the history of leadership it is essential to go through views of the different thinkers expressed time to time. Kautilya "Arthshastra" expressed his view about good leadership. He also pointed that good leader can unite his team and go according his plan. In 1997 Chemers M wrote a book named "An Integrative Theory of Leadership". In

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Periodic Research

his book he gave integrative theory explaining qualitative behavior of leader. Chin Rogers expressed his view about team work in his book "Explaining Team Work and Leadership in the Field of Public Administration" in 2015. Ken Jennings and John Stahi-Wert wrote a book in 2016 entitled "The Serving Leader: Five Powerful Actions to transform your Team, Business and Community. In his book author outlined the key ideas and practices of the servant leadership.

Leadership in Animals

Study of leadership pattern amongst animals is a good start point to understand how leadership concepts developed among humans, superior but an animal still. A team of psychologists, mathematicians, anthropologists and biologists came together to look at animals and find an answer to *what makes good leaders*?[7] They tried to understand the origins of cooperation by looking back in time to determine how leadership roles may have evolved. Some interesting facts that emerged are as follows:

1. Male chimps fight between themselves to gain control of a group, but the winner has to earn the approval of the group's females or his victory is useless.
2. The fastest pigeon in a group tends to become the leader, but this doesn't mean they're always obeyed. If a leader is misinformed or attempts to steer the flock off their course for home, they are overruled by others and lose their place at the front.
3. Stickleback fish are attracted to large, fat and healthy potential leaders. If there is a choice between two fish, some group members will head towards the one they prefer and the rest will go with the largest group.
4. When a swarm of bees set off to establish a new hive, the worker bees force any would-be queen to wait until the next female emerges. These two bees duel until one is left, and she then faces the next contender to emerge in a winner-stays-on contest. The last one standing wins the title of queen, with the bodies of the unfortunate losers thrown out of the hive.
5. The elephant herd is led by the oldest and largest female cow known as the matriarch. She is usually the one who was the most closely related to the previous matriarch.
6. Male lions on reaching sexual maturity around age two are kicked out of the pride. The young lion than roams the wild alone or with his brothers and cousins. In due course the lion would attempt to take over a pride, but the resident males will have none of that, and so they end up fighting, often to the death.

Apparently, there seems no fixed system that Nature has prescribed for selection of a leader. However, some common denominators are firstly, leaders often have to fight to gain the leadership position. Secondly, the followers also have a say in who they would accept as a leader. Thirdly, it is not always the physical prowess alone that counts, skill and experience too are important to gain a pole

position. Lastly, leadership can also be inherited as a matter of right.

Anthropological Leadership Concepts

As per anthropological studies, human population of Earth was less than a million people at the start of the last Ice Age. These people lived in extended families and were mostly hunter-gatherers. Anthropologists also posit that in due course, two or more hunter-gatherer families combined and lived in communes called tribes.Families in the tribes were bound together by common taboos and beliefs for social advantages.[8] As is natural, tribes may have also led to conflicts, as different tribes began competing for water, food and other resources. Soon tribes become so large that they subdivided which brought in the concept of clans which in fact were groups of families within the larger tribes.

Such a social arraignment, led to increased population and stratification of the tribes necessitating a leader to coordinate and resolve collective problems.[9] Evidence suggests that leadership of these tribes was reserved for men. Within an extended family, the oldest adult usually had the greatest influence and received the respect of his or her descendants for his age andexperience. Owing to the short life span of 20 years in the Neolithic age, the elder in the family ruled until his death. However, within tribes, leaders seem to have needed other attributes. Some tribes chose the biggest and bravest as their leaders, while others the wisest or the cleverest. In short, four major attributes seems to have governed the choice for leadership of a tribe: *the chief*, an older man or woman respected for years of experience; *the big man*, who was usually the most important hunter or warrior; *the medicine man or woman*, or *shaman*, one who worked with plants and minerals to cure illnesses and injuries; and*the artisan*, the skilled and innovative one who ensured the tribe's survival by inventing and making spears, baskets, clothing and such other articles.

Leadership in the Medieval Period

When we fast forward and come to the age of monarchy and aristocracy, we find some classic thoughts on leadership, appropriate to the situations that prevailed. Tribal chieftains had started inheriting the mantel based on their birth. This was in conformity to the methods of assumption of leadership in nature; recall the inheritance of leadership amongst the elephants? Advent of Monarchy gave rise to a fanatical view that leadership or kingship was not only to be inherited but was the preserve of the royalty by divine sanction. Thencame the theory of leadership as postulated by Aristocratic thinkers, the "blue blood" theory of leadership, wherein it was believed that leadership depended on ones genes. What was different was the deletion of the issue of divine sanction. Great thinkers of the likes of Niccolo Bernardo dei Machiavelli anItalian diplomat, politician, historian, and writer of the Renaissance period suggested in his famous book *the Prince* written in the early 16th century, that to gain and keeppower it was better if the ruler was feared than loved, a philosophy ardently followed by most monarchy.[10]

Periodic Research

Soon, the theory of the monarchy and aristocracy was struck down by the autocratic/paternalistic strain of thoughts where one could cite the *pater familias* system followed by the Romans.[11] Comparable to this was the Confucianism thoughts on "right living" where the need for a male scholar-leader is emphasized for benevolent rule, bolstered by a tradition of filial piety.[12]

Modern Leadership Concepts

The advent of Napoleonic era in the late 18th and early 19th century, saw the first shift in thoughts on leadership that could be said to lead to the modern day postulates on leadership. In these times the democratically inclined theorists insisted that meritocratic leaders as seen among the Napoleonic Marshals were more appropriate and plausible.[13] In the 19th century the anarchist movement of Leninism led to the concept of leadership being questioned again. Elitism was replaced by Leninism, a new concept where dictatorship passed on into the hands of the proletariat. Leadership saw many a twists and turns thereafter in the modern era. One could chronologies the modern leadership concepts based on which aspect is believed to define the leader the most. The most popular are the Great Man Theory, Trait Theory, Behavioural Theories, Contingency Theories, and Transactional Theories and Transformational theories.

Conclusion

From the 19[th]century onwards, giant strides have been taken in the field of leadership philosophy, concepts and development. Interestingly all these have also followed what Sun Tzu had to say in 500 BC, that *leadership is a matter of intelligence, trustworthiness, humaneness, courage and discipline*…Reliance on intelligence alone results in rebelliousness. Exercise of humaneness alone results in weakness. Fixation on trust results in folly. Dependence on the strength of courage results in violence. Excessive discipline and sternness in command result in cruelty. When one has all five virtues together, each appropriate to its function, and then one can be a leader.[14]Those in effect are the essence of the historical precursors to the present day leadership.

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