LEADerShip at a Glance

CHLNet's "Top Three" Suggested LEADS Readings for COVID-19[1]

Bans-Akutey, A. (2021). The Path-Goal Theory of Leadership. *Academia Letters***, 2. Accessible @ [The Path-Goal Theory of Leadership Anita Bans-Akutey - Google Scholar](#)**

Summary:

Bans-Acutey argues in the modern era (i.e., post 2000) that autocratic leadership is gradually being eliminated from most organisations. Descriptions of desirable leadership practice are currently characterized by more emphasis on flexibility, transparency, inspiration over decision making, and leading by purpose. In the leadership literature these ideas are captured by what is called the "Path-Goal Theory" of leadership. The path-goal theory ensures that a leader selects a leadership style which is based on subordinate characteristics and environmental factors, as well as motivational factors of followers commensurate with the organization's mandate and purpose.

Bans-Acutey begins by making a distinction between leadership and management. She then goes on to describe numerous leadership theories, ultimately focusing on the path-goal theory. With the path-goal theory, each situation is unique and may require a leader to implore a directive style – which is task related; a supportive style- which is relational; a participative style – which is process related; and/or an achievement-oriented style – which is identity or status related. Each of these styles is described and the context in which they are best used is described. The example of Steve Jobs' approach to leadership is used to explain the path-goal approach.

LEADS Link: Two domains of LEADS are *Engage Others* and *Achieve Results*. The theory described here—although it is just a theory—suggests that the style a leader chooses will influence their ability to engage others, as well as their motivation to achieve results desirable for the organization.

Van Bavel, J. J., Baicker, K., Boggio, P. S., Capraro, V., Cichocka, A., Cikara, M., ... & Willer, R. (2020). [Using social and behavioural science to support COVID-19 pandemic response](#). *Nature human behaviour***, 4(5), 460-471.**

Summary:

The COVID-19 crisis places significant psychological burdens on individuals in society, while at the same time requires large-scale behaviour change on behalf of those individuals if public health orders are going to be successful in curbing the pandemic. The authors argue that given these circumstances insights from the social and behavioural sciences can be used to help align human behaviour with the recommendations of epidemiologists and public health experts. In other words, to assist public health leaders in shaping conditions that enable the public to follow science-based interventions in regular daily practice.

---

[1] As recommended by Dr. Graham Dickson (CHLNet Senior Research Advisor)

They discuss evidence from a selection of research topics relevant to leadership during a pandemic, including work on navigating threats, social and cultural influences on behaviour, science communication, moral decision-making, and stress and coping. In each section, they note the nature and quality of prior research, including uncertainty and unsettled issues. They identify several insights for an effective leadership response to the COVID-19 pandemic and highlight important gaps researchers should move quickly to fill in the coming weeks and months.

Link to LEADS: This article links to LEADS in numerous ways. First, it focuses in on the leadership challenge of creating system-change, society-wide, in order to curb the pandemic. In this regard it reflects all of the capabilities of the *Systems Transformation* domains of LEADS. Second, it recognizes that in order for any change to be successful—small, medium, or system-wide—people's behaviour must change; and in that regard, they acknowledge that in that instance everyone is a leader and must use the capabilities of *Lead Self* in order to make personal change. Third, it shows the synergy between the *Lead Self* and *Systems Transformation*.

Ferrazzi, K., Race, M-C., and Vincent, A. [7 Strategies to Build a More Resilient Team](). Harvard Business Review.

Summary:
The coronavirus pandemic revealed the necessity of resilient teams — as well as which teams didn't have the necessary skills. Resilience requires a level of self-awareness and empathy that may not come naturally to all team members. Leaders must assess the state of their teams, identify weak spots and then deliver strategies that will help team members break down barriers and build foundations of trust, transparency and self-awareness. The article offers seven practices to help foster team resiliency.

Link to LEADS: This is important with respect to LEADS for two primary reasons. First, the *Engage Others* domain of LEADS highlights the capability of Build teams: i.e., creating synergistic relationships between diverse people who need to work together to achieve a goal. Second, the Develop character capability of *Lead self* highlights the fundamental importance of personal resilience; a quality that must be embraced also by teams working through the day-to-day challenges of the pandemic.