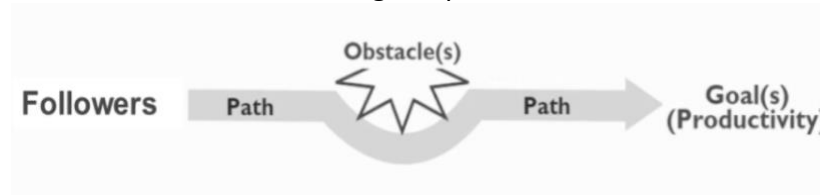


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### Path-Goal Theory of Leadership Dr. Neal

- Path-Goal theory (House 1971)
- Examine the situation to determine the style of leadership
- Rather than skills or traits of leader
- Leader has followers whom leader wants to achieve goals.
- Leader must 1. define the goals/objectives (vision) 2. illuminate a path to achieving those goals. 3 remove obstacles along the path 4. Motive followers



- The role of the leader in the P-G theory is to:
  - Define goals
  - Clarify the path
  - Remove obstacles
  - Provide support (relational, status, material)
- Key component of P-G theory is 'What is the appropriate behaviour to increase motivation in followers?'
- Leaders should motivate followers to accomplish designated goals.
- Motivational Leader Behaviours in P-G model include
  - Directive (task instruction) (as with situational leadership theory)
  - Supportive (relational) (as with situational leadership theory)
  - + Achievement-orientated = identity, status, praise, rewards
  - + Participative = allowing follower to choose/be involved in process
- The leader's behaviour should be determined by a combination of
  - Follower Characteristics - The needs/characteristics of the followers
  - Task Characteristics - The Environment/work setting
- Examples of Leadership Motivational behaviours based on Follower Characteristics
  - High need for affiliation/connection → supportive
  - High need for structure/certainty → directive
  - High desire for control/high internal locus of control → participative
  - Low desire for control/external locus of control → directive
- Examples of Leadership Motivational behaviours based on Task Characteristics
  - Complex task, unclear → directive
  - Repetitive tasks → achievement or supportive
  - Ambiguous tasks (not sure how it is to be done) → achievement and participative to foster independent problem solving
- Theoretical framework
- Integrates motivation
- Emphasizes helping followers

- Criticisms
  - Difficult to implement (assessing multiple needs of multiple tasks and followers)
  - Multiple variables
  - Largely theoretical
  - Have to recognize/understand the psychology of followers and motivation