

Burgeoning Leadership; A Holistic Approach to Leadership

INTRODUCTION

Burgeoning leadership (BL), as coined by the author, is an approach that promotes a holistic view of leadership. It is based on the convergence of effective leadership theories such as situational, ethical, transformational and servant leadership.

Research gap: Lack of consensus on the model of leadership (Rost, 1991) and need for a broader perspective or framework of leadership (Antonakis & House, 2002).

METHODOLOGY

Conceptual study; structured review of literature based on the works of original proponents of effective leadership theories (Hersey & Blanchard, 1984; Avolio & Bass, 1991 and Greenleaf, 1977).

Inductive reasoning informed the conclusions drawn (Saunders & Lewis, 2012).

Thematic analysis of secondary data; four themes were selected to cover codes featuring the similar and distinct elements of extant leadership theories.

DISCUSSION

- BL acknowledges context and the motivation for the development of leadership skills (Mumford et al., 2000).
- This holistic view will further the understanding and practice of leadership in a changing world.
- It emphasises the role of leadership in advancing organisational learning and growth (Popper & Lipshitz, 2000 and Bennis, 1984).



SIGNIFICANCE OF THE STUDY

Rationale: Leadership is a universal phenomenon that impacts people and systems (DeGeest & Brown, 2011).

Objectives of the study

- To promote a holistic view of leadership.
- To connect leadership theories to practice.

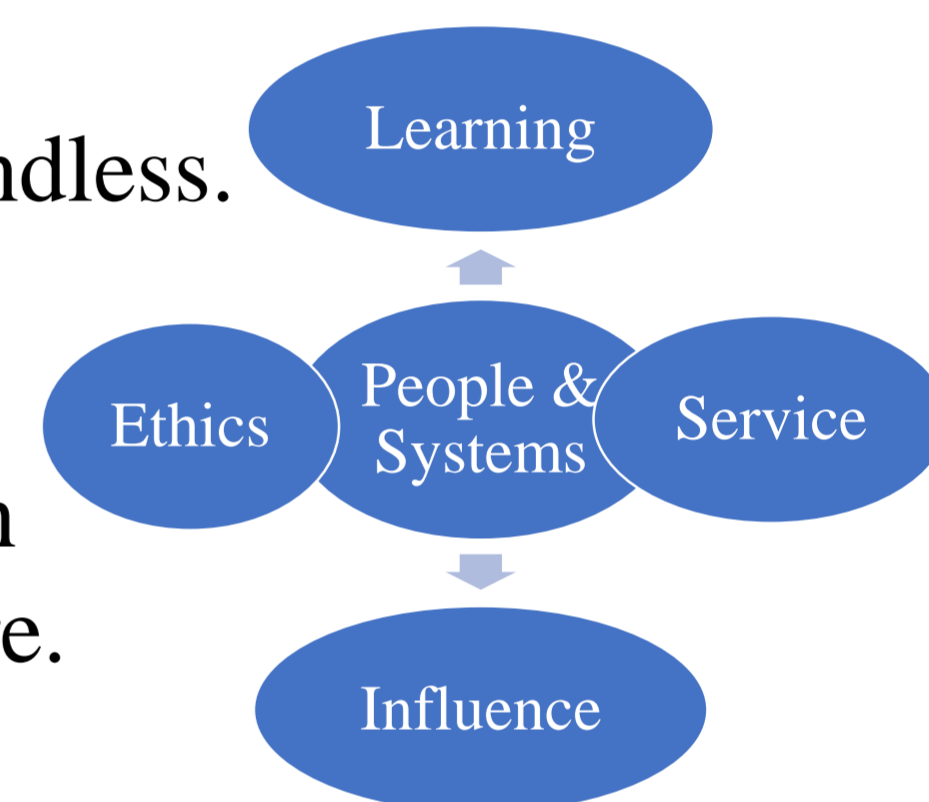
Author's quote: Describing leadership based on a single theory is like describing the elephant based only on the part you touch. Hence, the need for convergence.

FINDINGS

- Scholars have attempted to create broader concepts of leadership (Avolio & Bass, 1991; Yukl, 1994 and Staats, 2015), but they are not all-encompassing.

- Leadership evolves and is endless.

- The different theories have four overarching elements with people and systems at their core.



IMPACT

- Connecting theories to practice to support leader and leadership development (Day, 2000).
- Leaders and followers can develop diverse leadership skills and continuously learn to serve, influence and morally develop (Greenleaf, 1977; Schminke, et al., 2005 and Boyce et al., 2007).

Area for future research

- Empirically test the four elements and create an instrument that captures the holistic framework.

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