

Path-Goal Theory: Responsive (Situational) Leadership to Accelerate Your Chapter

Phi Kappa Phi Student Vice President Leadership Summit
Saturday, July 29, 2023 at 12:30 CST

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1. Group Norms and Introductions
2. Overview of Path-Goal Theory by Robert House
3. Theme One: Aligning Personal and Organization Goals
4. Theme Two: Toolbox of Leader Behaviors



Background and Group Norms

Group Norms

- Full Group
 - Cameras on throughout the session
 - Stay muted when not speaking
 - Use respectful language and body language
 - Always stay engaged and present
 - Turn off other electronic distractions; close other tabs/windows
 - Utilize the chat to respond to prompts pose questions
 - Use professional/academic communication in all modalities
- Additional for Small Groups
 - Stay on task and complete the work
 - Listen to everyone respectfully and attentively
 - Respect the time limits and speak accordingly
 - A second device might be helpful for the JamBoard activity (optional)

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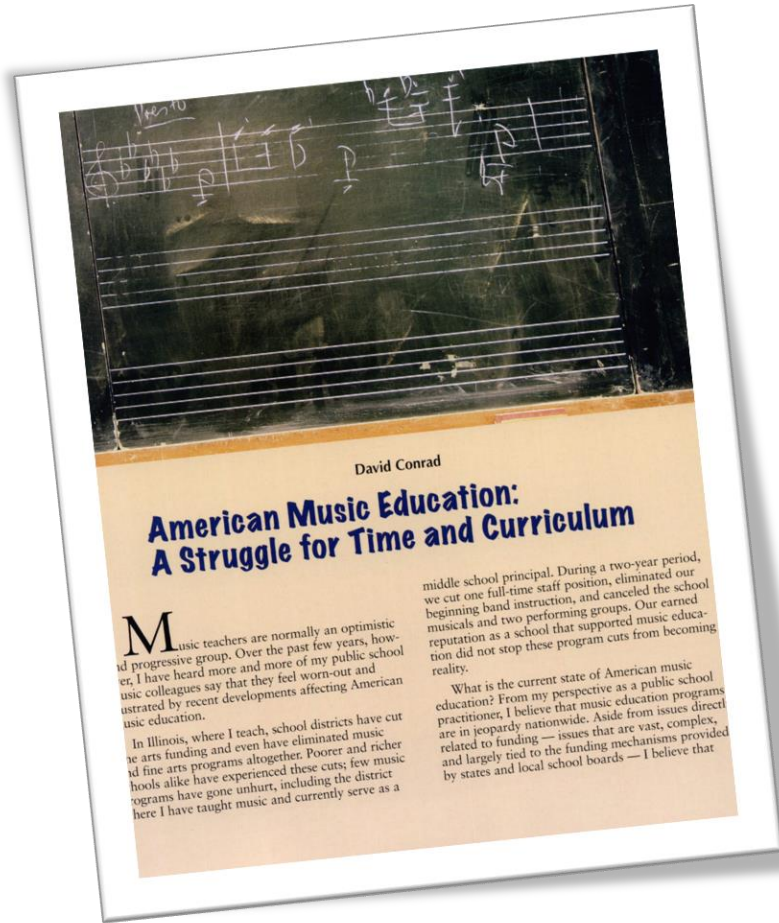
My Professional Leadership Journey

- Ten years as music teacher
- Twelve years as a middle school principal
- Five years as professor of educational leadership
- Labor union leader

My Non-Profit Leadership Journey

- Seven years as Vice-President of Community Arts Council of Kankakee County
- Six years president of Kankakee Municipal Band
- Founder and conductor of River Valley Wind Ensemble
- Twenty years as president of River Valley Music Corporation
- One term each as President and Vice-President of Illinois Council of Professors of Educational Administration

My PKP Journey



- 2006: invited to write an article for *PKP Forum*
- 2009: began Ed.D. at University of Illinois at Urbana-Champaign
- 2011: invited to join PKP
- 2015: lifetime PKP member

My Airline Adventure: A Case Study in Situational Leadership

Scenario

Passengers have endured a long day! Instead of a direct, non-stop flight from Orlando to Chicago, their flight was delayed—then cancelled. All passengers were rebooked on other flights.

Some passengers were rebooked for a later flight to Baltimore—then connecting to their destination in Chicago. This new flight was delayed two hours in Orlando due to weather. And upon landing at Baltimore, the plane was delayed 45 minutes on the tarmac without a gate assignment. Once they are at the gate, the Chicago passengers are asked to remain on the airplane.

Senior Flight Attendant

The senior flight attendant,
announced,

“Folks, I’m sorry for the weather problems. We’ve learned this flight will be rescheduled for 5:30 am. We’re waiting for the gate agents and more information, and the Captain is stepping out to find out more. Your flight crew is a Chicago-based crew, so we feel your pain! We’ll update you in a few minutes.”

What are the goals of each of these stakeholders?

- Captain and Flight Attendant
- Passengers
- Southwest Airlines

Gate Agent Supervisor

At 2:05 am, the gate agent supervisor makes a terse announcement on the airplane.

“This flight is cancelled. If you are on this plane, you will need to leave the plane now.”

Her body language suggests she is feeling high stress. She abruptly leaves the plane.

- What is the goal of the gate agent supervisor?
- What leader behaviors does the gate agent demonstrate?

Senior Flight Attendant

At 2:06 am, the senior flight attendant returns to the microphone.

“Good morning, folks. Again, the weather is wreaking havoc on the system. As you heard, the 5:30 am flight has been cancelled. See a gate agent who will help you rebook your flight.

Please remember your cabin crew did not cause the weather (laughing) ...and thank you for choosing Southwest Airlines!”

- What leader behaviors does the flight attendant demonstrate?

Path-Goal Theory

Collegiate Organization Leadership

- Leadership flexibility is critical with collegiate student organizations.
- Many members freely contribute time and effort to the organization, but leaders also must motivate and engage members who are unproductive.
- Competing and simultaneous demands on time.
- Each situation—and each member—calls for leaders who can effectively select and apply flexible leadership strategies from their leadership behavior toolbox.

(Fakharzadeh & Todd, 2011)

Path-Goal Leadership Theory: Robert House

- Developed by Robert House, Ohio State University
 - House, R. J. (1971). A path goal theory of leader effectiveness. *Administrative Science Quarterly*, 16(3), 321–339.
<https://doi.org/10.2307/2391905>
 - House, R. J., & Mitchell, T. R. (1974). Path-goal theory of leadership. *Journal of Contemporary Business*, 3(4), 81-97
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[https://doi.org/10.1016/S1048-9843\(96\)90024-7](https://doi.org/10.1016/S1048-9843(96)90024-7)
- An excellent overview is available in chapter six of Peter Northouse's leadership textbook
 - Northouse, P. (2021). *Leadership: Theory and practice* (9th ed.). Sage.

Path-Goal Leadership Theory: Overview

- Leaders engage in leadership behaviors that influence the motivation, performance, and satisfaction of their diverse members—and the productivity of the organization.
- Effective leaders evaluate members abilities and their organization's context to select the leadership strategy that is most likely to produce the desired goals.

(Bass, 1990; House, 1971; 1996; Schriesheim & Niedler, 1996)

Defining Path-Goal Leadership Theory

1. “...how formally appointed superiors affect the motivation and satisfaction of subordinates.” (House, 1996, p. 324)
2. “...the effective leader is one who assists subordinates through paths which ultimately lead to organizationally-desired and individually-valued outcomes.”(Schriesheim & Niedler, 1996, p. 317).
3. “Leaders can positively inspire the performance, contentment, and motivation of their employees by clarifying the path on how to achieve performance goals, bestowing rewards for achieving these goals, and removing obstacles that are stopping employees from achieving these goals.” (Vandegrift & Matusitz, 2011, p. 350)

Strengths and Challenges

Strengths

- **Useful and practical framework for leading organizations**
- Focuses on members' needs aligned with organization
- Leadership role in motivating *individual* group members
- **Situational and flexible**

(Jermier, 1996; Northouse, 2021)

Challenges

- **Contemporary research needed to validate claims**
- Newer contingency and exigency theories receive greater prominence in scholarly literature
- **Minimal focus on member behaviors**

Theme One: Balancing Personal and Organizational Goals

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1. Leaders help members understand both their personal goals and the organization's goals...and find a path to achieve both.
2. Leaders will flexibly choose the leadership strategy(s) most likely to motivate members to meet both goals.

(House & Mitchell, 1974; House, 1996; Schriesheim & Niedler, 1996)

Methods for Creating Chapter Goals

1. Alignment to national and chapter mission and vision
2. Surveys or informal focus groups
3. Open discussions at meetings
4. Officers collaborate on annual goals

PKP National Mission

Today, the Society has chapters on more than 325 campuses in the United States, its territories and the Philippines. Its mission is "to recognize and promote academic excellence in all fields of higher education and engage the community of scholars in service to others."

Crafting Goals (samples)

What does your PKP chapter hope to achieve this year?

- Membership growth
- Community service
- Member engagement
- Financial growth
- Member development
- Relationships with other student organizations
- Engagement with national PKP

What do your PKP members hope to achieve as *individual* members?

- Resume credential
- Community service
- Social networking
- Professional networking
- Personal growth

Aligning Personal Goals and Organizational Goals

Organization Goals for Members

- *Increase total dues paying inductees and members by 5%*

Personal Goals for Members

- *Recruit as more electrical engineers from my major to join*

Task: Goals and Alignment (12 minutes)

1. Create sticky notes on the first JamBoard for at least one personal or organizational goal your PKP chapter will work on this year. Label the goal as personal or organizational and add your initials. bit.ly/3Y70CXc
2. Next, discuss your goals with the group
 - Why is this an important goal?
 - What strategies will you use to accomplish this goal?
 - What barriers or challenges do you anticipate?



Task: Goals (12 minutes)

PKP SVP: Path-Goal Theory

1/2

Sign in

Set background | Clear frame

THEME ONE: PERSONAL AND ORGANIZATIONAL GOALS

Create a sticky note with a personal or organizational goal for your KDP chapter. Label the goal as personal or organizational.

ORG: The chapter needs to increase # of members who actively volunteer for our service project at the campus food bank.

PER: I want to network with more PKP chapter members across our campus in diverse majors.

The screenshot shows a digital workspace interface. At the top, there is a title bar with 'PKP SVP: Path-Goal Theory', a page indicator '1/2', and a 'Sign in' button. Below the title bar is a toolbar with icons for undo, redo, search, and options for 'Set background' and 'Clear frame'. The main workspace is a light blue grid. At the top of the grid, the text 'THEME ONE: PERSONAL AND ORGANIZATIONAL GOALS' is displayed in red. Below this, a task instruction reads: 'Create a sticky note with a personal or organizational goal for your KDP chapter. Label the goal as personal or organizational.' Two yellow sticky notes are placed on the grid. The first sticky note, labeled 'ORG:', contains the text: 'The chapter needs to increase # of members who actively volunteer for our service project at the campus food bank.' The second sticky note, labeled 'PER:', contains the text: 'I want to network with more PKP chapter members across our campus in diverse majors.' On the left side of the grid, there is a vertical toolbar with icons for drawing, erasing, moving, and other editing tools.

THEME ONE: PERSONAL AND ORGANIZATIONAL GOALS

Create a sticky note with a personal or organizational goal for your PKP chapter. Label the goal as personal or organizational.

PER: I want to network with more PKP chapter members across our campus in diverse majors.

ORG: The chapter needs to increase # of members who actively volunteer for our service project at the campus food bank.

ORG: Members participate in community outreach to strengthen relationships between org, members, and community

Increase engagement by spreading PKP informations its benefits and resources it provides (vp)

More events need to be created and it would be beneficial to create a GroupMe which would help with communication among PKP students. - A. I

ORG: Increase participation in our chapter of PKP by informing students about the organization and what it can do for them

Org- to provide community service opportunities for our members to participate in. Personal - to incorporate children's charities into those opportunities.

PER: Increased sense of belonging with the org as well as uni. (ABR)

ORG - More active member engagement to facilitate visibility on campus

ORG: Members participate in service projects as well as general meetings. (ABR)

Organization: Assist the community more and make PKP not just a school organizations, but an organization recognized by the community as well.

Great more opportunities and events to reach out to more disciplines!

I want to focus on member engagement, specifically in the areas of recognition and awards

Need a sense of community for small chapters. Great integration may involve service projects to bring members together

Personal goal: more social events to increase connectivity of PKP members, as well as to faculty and staff

PER - build a strong and reliable networking group, that can be referenced for personal and career advice

Personal Goal: Network & share the resources with as many students as possible
Institutional Goal: Ensure there is a sense of belonging and new members are av

DW: I think a great organizational goal would be to increase membership and awareness of the overall goals to new and existing members.

Theme Two: Opening the Toolbox of Leadership Behaviors

Toolbox of Leadership Behaviors

- Leaders choose the leadership behavior most likely to inspire members.
- Leaders supplement “what is missing...to enhance the motivation, satisfaction, and performance” (Bass, 1990, p. 327).



Four Leadership Behaviors (1974)

- Directive leadership
- Supportive leadership
- Participative leadership
- Achievement-oriented leadership

(House & Mitchell, 1974)

Four Leadership Behaviors (1974)

Leader Behavior

Directive Leadership

- Communicates clear goals and expectations
- **Clarifies** the “path” with instructions
- Sets timelines and performance standards

Supportive Leadership

- Cares for wellness, belonging, and team identity
- Positive reinforcement and affirmative feedback
- Demonstrates appreciation and respect

Achievement-Oriented Leadership

- Sets challenging goals and inspires high performance
- Demonstrate confidence in members’ abilities
- Remove barriers & roadblocks

Participative Leadership

- Engage with members in shared decision making
- Actively seeks and integrates member feedback and ideas

(Northouse, 2021; House & Mitchell, 1974; House, 1996)

Path-Goal Clarifying Behaviors

- Mission, vision, and performance goals
- Processes for task completion
- Standards and criteria for performance evaluation
- Expectations that others hold, and which ones the subordinates should or should not respond
- Rewards and punishment, contingent on performance

Expanded Leadership Behaviors (1996)

- Interaction Facilitation
- Work Facilitation
- Representation and Networking
- Value Based Leader Behavior
- Group oriented decision process

(House, 1996)

Additional Leadership Behaviors (1996)

Leader Behavior

Interaction Facilitation

- Resolve disputes and promotes proactive communication
- Provide equitable voice to all groups and personal relationships among members

Work Facilitation

- Plan, schedule, and organize tasks
- Increase member capacity with mentoring and coaching
- Eliminate roadblocks and barriers

Representation and Networking

- Ensure all groups are represented in the organization
- Facilitate communication and networking between groups
- Participate and lead social events and celebration across the organization, bringing all groups together

Value Based Leader Behavior

- Model an aspirational vision for the future
- Appeal to members' values and unconscious motives
- Encourage risk-taking for the good of the organization

Group Oriented Decision Process

- Appeal to members' values and unconscious motives
- Encourage risk-taking for the good of the organization

(House, 1996)

Small Groups

- Return to the second JamBoard. bit.ly/3Y70CXc
- In small groups, choose one of the goals you created earlier. Use your leader toolbox to choose one or more leader behaviors you might use. Discuss how you would use it.
- Be flexible and choose the leadership behaviors most likely to achieve the goal.
- Write about your selected leadership behavior by adding to the sticky note.



Small Groups

Leader Behavior

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Group Oriented Decision Process

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- Encourage risk-taking for the good of the organization

Small Groups

PKP SVP: Path-Goal Theory

2 / 2

Set background Clear frame

THEME TWO: LEADER BEHAVIORS

- Directive Leadership**
 - Communicates clear goals and expectations
 - Clarifies the "path" with instructions
 - Sets timelines and performance standards
- Supportive Leadership**
 - Cares for wellness, belonging, and team identity
 - Positive reinforcement and affirmative feedback
 - Demonstrates appreciation and respect
- Achievement-Oriented Leadership**
 - Sets challenging goals and inspires high performance
 - Demonstrate confidence in members' abilities
 - Remove barriers & roadblocks
- Participative Leadership**
 - Engage with members in shared decision making
 - Actively seeks and integrates member feedback and ideas

Goal: Members write for chapter blog.
Tool: participative, gather members to plan topics, schedule articles, promote on social media, give members voices

- Interaction Facilitation**
 - Resolve disputes and promotes proactive communication
 - Provide equitable voice to all groups and personal relationships among members
- Work Facilitation**
 - Plan, schedule, and organize tasks
 - Increase member capacity with mentoring and coaching
 - Eliminate roadblocks and barriers
- Representation and Networking**
 - Ensure all groups are represented in the organization
 - Facilitate communication and networking between groups
 - Participate and lead social events and celebration across the organization, bringing all groups together
- Value Based Leader Behavior**
 - Model an aspirational vision for the future
 - Appeal to members' values and unconscious motives
 - Encourage risk-taking for the good of the organization
- Group Oriented Decision Process**
 - Appeal to members' values and unconscious motives
 - Encourage risk-taking for the good of the organization

Directive Leadership

- Communicates clear goals and expectations
- Clarifies the "path" with instructions
- Sets timelines and performance standards

Supportive Leadership

- Cares for wellness, belonging, and team identity
- Positive reinforcement and affirmative feedback
- Demonstrates appreciation and respect

Achievement-Oriented Leadership

- Sets challenging goals and inspires high performance
- Demonstrate confidence in members' abilities
- Remove barriers & roadblocks

Participative Leadership

- Engage with members in shared decision making
- Actively seeks and integrates member feedback and ideas

THEME TWO: LEADER BEHAVIORS

**Goal: Members write for chapter blog.
Tool: participative, gather members to plan topics, schedule articles, promote on social media, give members voices**

**To increase membership and member engagement:
Participative Leadership / Representation & Networking**

The goal for more social events is to be a participative leader as well as supportive

If the goal is to build a strong chapter where everyone's voice is heard, participative leadership can be utilized to ensure even those that don't always speak get a chance to

Goal of member engagement: Leaders can have a group oriented decision facilitation and decision making. Esp. to encourage risk-taking and innovation to engage

GOAL - build a strong and reliable networking group, that can be referenced for personal and career advice - Tool - representation and networking

ORG - More active member engagement to facilitate visibility on campus - TOOL - Representation and Networking, along with Participative Leadership

Interaction Facilitation

- Resolve disputes and promotes proactive communication
- Provide equitable voice to all groups and personal relationships among members

Work Facilitation

- Plan, schedule, and organize tasks
- Increase member capacity with mentoring and coaching
- Eliminate roadblocks and barriers

Representation and Networking

- Ensure all groups are represented in the organization
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- Model an aspirational vision for the future
- Appeal to members' values and unconscious motives
- Encourage risk-taking for the good of the organization

Group Oriented Decision Process

- Appeal to members' values and unconscious motives
- Encourage risk-taking for the good of the organization

Wrap Up...One Step at a Time!

- “...it is unlikely that any one leader will have the ability to engage in all of the behaviors all, or even most, of the time. Effective leaders likely select those behaviors with which they are most comfortable, based on their personality and repertoire of abilities.” (House, 1996, p. 357)

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Thank you for attending!



Governors State

U N I V E R S I T Y

IN CHICAGO'S SOUTHLAND

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