eat man theory suggests past leaders have common traits. Stogdill (1948/74) agreed that leaders processed different traits to followers intelligence, alertness, insight, responsibility, initiative, persistence, f-confidence and sociability), however, these personal factors were relative to a situation. Zaccaro 2007 linked to charismatic, Jung & Sosik 2006 found charismatic leaders possess similar traits. Zaccaro et al. 2004 found social intelligence is a trait found strong in leaders. The Big 5 - consensus amongst researchers that 5 basic patterns make up personality - Neuroticism, extraversion, openness, agreeableness and conscientiousness. Judge et al. 2002 found a strong relationship between big 5 leadership strengths - more research than any other theory (100 years), fits the notion that leaders are different, gives benchmarks for what is needed a leader. Weaknesses - no definitive list of traits, failed to take situations into account, focus on leadership outcomes, not useful for training and development.

Leadership - Hersey and Blanchard 1969. SLII - 1988 proposed context-dependent dimensions. Leader must assess the follower's resistance to change in commitment. S1 - Directing, S2 - Supporting, S3 - Legating. Strengths - leader focuses on doing - frequent coaching, training, practical, easy to understand and apply, prescriptive nature. Weaknesses - tell you what to do in various contexts, context dependent, lower differently. Weaknesses - few research studies have been conducted, unclear follower development levels, changes made to original not explained, unclear how development levels were established (why do they lose commitment as they progress), fails account for demographic characteristics, does not explain what to do in a group situation.

A study of followers as key components of the leadership process though enactment of followership has been largely missed in the leadership literature. Leadership is a process that is co-created in social and relational interactions between people (Fairhurst and Uhl-Bien 2012). Following ideas are a crucial part of the leadership process, as without followers and their behaviors, there would be no leaders (Uhl-Bien et al. 2014). Following behavior represents a willingness to defer to another in some way - DeRue & Ashford 2010 - granting a leader identity to another and claiming an ownership of the same (Uhl-Bien & Segars, 2014). The first, a role theory approach (Katz & Kahn, 1978), sees ownership as a role played by individuals occupying a formal or informal rank, e.g., subordinate in a hierarchical manager/subordinate follower) relationship. The second, a situational approach (Bass, 1985; Bass & Avolio, 2010), views followership as the functional interaction through which leadership is co-created in combined acts leading and following (DeRue and Ashford, 2010, Fairhurst and Uhl-Bien, 2012 and Shamir, 2012). Whereas role-based views investigate followership as role and a set of behaviors or behavioral styles of individuals or groups, situational views study leadership as a social process necessarily intertwined with leadership. Strengths - Moves us beyond cadre-centering, recognize the importance of followers roles, distributes responsibility for structuring leadership and its outcomes, focuses on identifying more and effective follower behaviors, recognizes that leadership can flow in all administrative skills' technical things, human, conceptual (ideas)

different levels of skills required depending on position in company. Skills are what people can accomplish, traits are who people are. Munford et al. 2000 & Yammarino 2000 - developed skills based model of leadership. Funded by US army over several years with 1800 officers over 6 grades. Made up of 5 components - competencies, individual attributes, leadership outcomes, career experiences, and environmental influences.

Strengths - Leader centered model that stresses importance of development. First, a leader model that transforms followership, makes leadership available to everyone, independent of a variety of components, structure, context, on the curricular of most educational programs - more general and less prescriptive motivation, personality (addresses leadership), weak in predictive value does not explain cause and effect, may not be applicable to other contexts outside of the military.

Patterns - how leaders motivate follower to achieve their goals. Emphasizes the relationship between the leadership style, and the characteristics of the follower and organizational setting. By choosing behaviours that complement or supplement the organisational setting, the leader is able to see the influence on the follower's motivational needs. Expectancy Theory (Vroom 1954) - followers will be motivated if: the think they are capable, efforts will result in a certain outcome, payoffs of their work are worthwhile. House and Mitchell (1974) major components: leader behaviors - directive, supportive, participative (invited followers to assist in decisions), achievement-oriented (challenges followers). Follower characteristics - (a) determine how a leader's behavior is interpreted by followers (b) need for affiliation, preference for structure, desire for control, self-perceived level of task ability. Task Characteristics - design of follower's task formal authority system of the organisation, primary work group of followers. Strengths - provides a useful theoretical framework for understanding how behaviors affect followers, integrates the motivation principles of expectancy into a theory of leadership, provides clear model for use. Weaknesses - Complex with many different aspects of leadership, hard to interpret, only received partial support from many studies, treat leadership as one way.

Servant - A form of leadership that shifts from self-interest to a service to others. Influence rather than power and control, focus other strengths rather than weaknesses, listening and long term benefits. 9 key attributes: listening, self awareness, foresight, empathy, persuasion, stewardship, healing, conceptualisation and building a sense of community. A burgeoning new research and leadership development that has been linked to ethics, virtues, and morality is servant leadership (Graham 1991; Lanctot and Irvi 2010; Parolini et al. 2009; Russell 2001; Whetstone 2002). Servant leadership theory emphasizes on service to others and recognizes that the role of organizations is to create people who can build a better tomorrow resonates with scholars and practitioners who are affecting and helping organizations extend their reach to the largest, most diverse audiences. Servant leaders are actually able to transform leaders (only that they positive outcomes), does not consider that followers could be influential leaders, the leader is putting themselves above follower needs, potential to be abused as leader is transforming people.