Historical Insights from the 20th Century on the Art of Leadership

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Abstract:

The rationale of the research: The dynamic role of modern day leader is the integration of people and strategy as a means to achieve sustainability, cultivating organizational performance in existing business atmosphere. And The art of leadership responds to the fundamental shifts affecting leadership functions. The Art of Leadership is the inherited quality, skill of a leader as means of tackling challenge. As civilization progressed, society became more complex. Therefore, the leaders also needed new sets of skills, capabilities to match the situation. Especially in the 20th century, when drastic evolution occurred due to the industrial revolution and technological advancement, many scholars, researchers in the fields of social science, management thinking, and Leadership began to look into it from different dimensions and perspectives of leadership.

Research Gap: Booth, C., Rowlinson, M.(2006) has observed an enormous public interest in historical narratives, which aids motivation for the business schools to address the need. Moreover, they have suggested that future research investigate historical insights/ development of the Art of Leadership rather than focusing on dry science. And studying the Art of leadership is also crucial to comprehend contemporary management practice(Bedeian, A, 2004). Consequently, on the grounds of this, this research examines the historical insights of the Art of Leadership from the 20th century.

Methodology: The historical research methodology offered by Berg, B., Lune, H.(2012) is being exercised to fulfill the aim of the research. The word "history" conceptually refers to past events (McDowell, 2002), and there are several methods for historical research. Historical research aims to elicit the intricate distinctions, people, developments, theories of a particular time that have influenced, shaped the present(Hamilton, 1993; Leedy & Ormrod, 2005; McDowell, 2002). Relevant secondary data namely from Web of Science, Scopus, ScienceDirect, journals, has been materialized in this research.

Conclusion/ Findings:

By considering the Art of leadership and leadership theories, leadership practices in the twentieth century can be understood. Discoveries, culture, and practices about the Art of Leadership in the twentieth century can benefit modern enterprises, organizational management thoughts with vital insights of transformation, value, and added value for organizations they are responsible for. In the future, leaders who are proficient in Art of Leadership and practice will have an advantage over those who are not.

Keywords: 20th century, Leadership, the Art of Leadership.

Paper type: Academic

Introduction:

Ancient literature of most civilizations can be divided into two(02) categories. There were devotional works like Rig Veda(Zaehner, R., 1966), and the other category of literature comprised of heroic tales, myths, and stories about leaders who, by their strength, bravery, courage, and merit, lead the group of followers and the society. Homer wrote books like Iliad and Odyssey(Jordan, H., 2008; Fitzgerald, R., 1998) are examples of the latter type. In a time of crisis, these leaders provide Guidance to the people to overcome challenges like chaos in the society, restoring law and order, and war. From such mythological text, we can also get viewpoints about people's expectations of their leaders. They expected skills and characteristics like competence, courage, integrity, responsibility, wisdom, justice, and strength of character from their leaders. As civilization grew and progressed new set of challenges emerged, so the Leadership also transformed. According to Jackson, W.(2013), histories that we observe today is perceived as a series of challenges in the past. Moreover, such encounters forced us to perform to some degree in response. It was mainly the leaders and their Leadership upon which the people, society, and state mainly relied.

According to Darwin's(1859) theory of evolution, particular Leadership is essential for group survival because of socio-cultural changes in the environment. Similarly, Hornstein(1976) has also suggested that social and environmental evolution throughout history demanded various leadership skills and abilities from the leaders to empower human survival or development. Defining leaders and the qualities that demonstrate Leadership has evolved over the past centuries(Hunt, T., Fedynich, L., 2019). Moreover, they have urged that understanding the ideals of Leadership, qualities, nature, and traits of effective Leadership demands a re-examination of the historical evolution of leadership theories and principles. The studies on leaders, Leadership have been conducted in various forms, approaches, and settings(Taormina, R., 2010). As civilization progressed, society became more complex. So, the leaders also needed a new set of skills and capabilities to match the situation. Thus, the management thinking process and Leadership became integral in backing each other. Hence, understanding this discipline is crucial to fully understand contemporary management practice and different leadership styles (Bedeian, A, 2004). By looking into the Art of Leadership history, we can identify why different leaderships were governed and what skills and qualities aided them in successfully tackling the challenges.

Leadership studies have been conducted in various forms, approaches, and settings(Taormina, R., 2010). Moreover, many earlier researchers considered and approached Leadership as a process(i.e., Yuki, A., 2002). However, from a linguistic perspective, the noun 'ship' refers to a state or condition and the person's quality, character, or skill denoted by the noun(Oxford English Dictionary). So, the meaning of Leadership is to be the quality, skill of a recognized person to direct others towards a common goal skillfully. Moreover, this definition applies to any social level regardless of history, organization, or nation.

Historically 20th century (1900- 2000 ad.) is significant from various aspects. Incredibly, it was the late 19th century to the early 20th century when the global economy, philosophy of business, management, and Leadership took a dramatic turn(Witzel, M., 2016). Many management philosophers from America and countries across Europe have started to revolutionize contemporary business, management, and leadership practices and beliefs. During this period, the world has observed events like the Spanish flu pandemic, the great depression, and economic collapses(Robins, L., Weidenbaum, M, 2017), two(02) world war, nationalism, decolonization, cold war, and post-cold war conflicts, advancement in technology, diverse business approaches. These challenges forced scholars, philosophers, and leaders in society to re-evaluate their past theories and practices. Thus, new set management thoughts, leadership theories, and styles, the

new breed of leaders emerged to tackle the challenges. Unlike their predecessor's management scholars and philosophers continued to provide insights and theories on the Art of Leadership, Leadership styles. The practitioners acknowledged such theories and views to tackle the challenges and increase efficiency, productivity, and profitability. According to Hunt et al.(2019), during the age of early expansion and the industrial revolution, leadership ideas have emerged and identified the leader as a great individual. Furthermore, Witzel, M.(2016) has acknowledged this period of the industrial revolution as the era of scientific management, and the time frame was between 1880 ad. to 1930 ad.

Incompetent leaders and their Leadership, disturbance among workers, lack professional management, and the chaotic industrial production system were necessary restraints and challenges. America and countries across Europe, the business industry, and the people desperately needed better and efficient Leadership and management to apprehend the mess. During this period, the theories on leaders and Leadership approaches evolved significantly. Trait theories, behavioral models produced ideals like authentic Leadership and environmentally influenced Leadership (Hunt et al., 2019). According to Tead, O., Metcalf, H.(1920), the management studies undeniably conclude by stating that work exhibits a dominant role in our development, and the managers as a leader must realize that. In another book, "The art of leadership," author Tead, O.(1935) urged that the collaborative nature of Leadership and the responsibilities leaders have to their followers are essential aspects of the Art of Leadership that Leadership must accomplish.

The Art of Leadership:

Unlike more instrumental, goal-oriented management, Leadership can be interpreted as a form of Art in its own right(DePree, M., 1989; Vaill, P., 1991). Zaleznik, A.(1992) found that business leaders carry similar attributes like artists, scientists, and other creative thinks. Artistic leadership practices accompanied by comprehensive "artful making"(Austin, R., Devin, L., 2003) empower the leaders to deal with organizational complexity, ambiguity, uncertainty, and transformation. Thus, the Art of Leadership facilitates imbrication and subsidizes tolerance to ambiguity. Art and aesthetic development fused hooked on Leadership enable leaders to sustain supportive exertion in conventional and atypical ways defined by Chester Barnard's(1938) and Peter Drucker's(1969) managerial decision-making. Moreover, as Leadership and its roles are frequently evolving, its sustainability critically depends on the leader's communicative characteristics by the quality of which followers agree to take it. Most elementally, to understand the term "art of leadership," it is also crucial to investigate the phenomenon of leader, Leadership, and Art.

Leader:

On the report of oxford advanced learners dictionary(2000), the world leader(noun) refers to a person who marshals a group of people, especially the head of a country, an organization, by Merriam- Webster, a leader as the one that leads (Merriam-Webster, 2016). A leader is considered a somewhat relevant influence on an organization (Johns & Moser, 1989). Moreover, the world leader has occurred in our reference book since the fourteenth century (King, 1990).

Leadership:

Leadership(noun) refers to the state or position of being a leader(Oxford advanced learners dictionary, 2000). Moreover, the idea of Leadership did not give an impression in our daily life until the late 18th century (King, 1990). He has also stated that Leadership is recurrently deliberated but not well understood.

Furthermore, different theoretical ideas of Leadership have ascended under different times in history; these ideals and research on Leadership derived from the era in they evolved(Middlehurst, 2008).

Art:

Art(noun) refers to the practice of the thought/ philosophy to express ideas or feelings, skills in doing something(Oxford advanced learners dictionary, 2000). A more detailed definition of Art entails a breed of purposive representation that promotes mental power for social communication(Kant, I., 2000).

Realized definition:

After looking at the elements discussed above, it becomes evident that the Art of Leadership refers to the thoughts of a particular skill or set of skills, a goal-directed representation that drives personnel which leads a group of people, nation, or organization to a position of being a leader. It is also apparent that the terms leader and Leadership by themselves do not provide any value if not implemented and until or unless they refer to the group of people, organization, or a common perception, aim, or goal.

Art of Leadership in the 20th century:

Analysis of the 20th-century history of the Art of Leadership, a historiographic approach(Berg, B., Lune, H., 2012) is being implemented in this research. The word historiography refers to the body of literature about a particular period, time, or location(Napier, C., 2020). For this research, the topic is the Art of Leadership and the specific time frame is the 20th century which is to be precise between 1900ad to 2000ad. The context of the 20th century on the Art of leadership developments is already being discussed in the introduction chapter. Hence, the following chapters will address the theoretical, intellectual developments within this timeframe on the Art of Leadership.

A comprehensive review of leadership theories conducted by Stodgill(1974) denoted several categories that attain the quintessence of leadership studies in the 20th century (Horner, 1997). Wherefrom an understanding of the different characteristics and arts of Leadership can also be achieved. These theories can also be divided into an identical era or time frame within which these theories and developments evolved.

Scientific management era: Frederick Winslow Taylor(1911s):

By the early 20th century, Frederick Winslow Taylor proposed a scientific management approach(Taylor, F., 2004). Even though his theory and principles were not on leadership theories yet heavily changed how leaders/ managers interacted with employees and task orientation, he emphasized leadership skills like the ability to manage production and worker scientifically and ability of co-ordination, harmonization. He has also expressed that leader are born, not made, and only one effective form of Leadership fits all situations. Confidence and visionary characteristics are these leadership styles ' essential aspects/ skills. Taylor's principles of scientific management underline the duties, skills of leaders or managers, which include: the ability to distribute work/ task scientifically, skill to scientifically select and train, ability to transfer the duty and co-operate, and ability to distribute work and responsibility equally. These instructions clearly define how a manager should perform his role, considered the leadership arts.

Emerson's twelve principles of efficiency(1913s):

Emerson is often portrayed as one of the scientific management disciples, but in reality, he has severely criticized Taylor's philosophy(Witzel, M,2016). He has referred to Von Moltke(German general in Franco- Prussian war) and suggested that keys to the success of leader and Leadership must entail the following(Emerson, H., 1913):

- A definite plan, ideal and standard.
- Governing organizations can attain and maintain the ideals by implementing the principles.
- Resources and methods to enable the organization.
- Competent and forceful Leadership.

According to Emmerson's philosophy of efficiency, a leader and the leader's Leadership must be well equipped with these competencies, skills, and qualities to achieve efficiencies. It provides a brilliant set of understanding about the skills, ideas of the Art of Leadership.

Trait era: Trait theories(the 1920s- 1930s):

According to this theory, leaders can be born or made(Stogdill, R., 1948). Moreover, this theory evolved from another earlier theory known as the "Great man theory" by Carlyle, T.(1840), which states that Leadership is a genetic property. The traits or characteristics of the leaders can be genetic, or they can be achieved through training or practice. The purpose of this theory was to identify the exact combination of characteristics or traits that makes an effective leader, and the focus of this study was the social, psychological, and physical behaviors of the leaders. Meaning the leaders' particular physical, mental, and social behavior can identically define what an effective leader is and how to lead effectively. This theory shows that the Art of Leadership includes training and practice by which successful Leadership. The trait theory indicates critical characteristics of successful Leadership: drive, desire to lead, integrity, self-confidence, intelligence, and task-related knowledge.

Stogdill, R.(1974) has identified ten best traits and skills of influential leaders that by application become arts of Leadership:

Stogdill's identification of leadership traits and skills
➢ Ambition for task completion and responsibility.
➢ Stamina, determination towards the goal.
➢ Venturesomeness in problem-solving.
➢ Drive to initiate steps to a social situation.
➢ Sensibility and self-confidence.
➢ Willingness to take responsibility for decisions and actions.
➢ Ability to mitigate interpersonal stress.
➢ Disposition to tolerate hindrance.
➢ Ability to influence others.
➢ Ability to guide society towards a common cause.

Table 1: Stogdill's identification of leadership traits and skills(own construction)

Moreover, when certain traits are inherited in Leadership, it becomes an art of Leadership. One essential criticism or error of trait theory is, this theory completely ignored the situational, environmental factors which play a crucial role in a leader's level of effectiveness(Homer, 1997). Moreover, despite training and

education to develop Leadership, leadership quality, and capability, leaders are not similar, and not every leader entails every trait or skill(Allen, 1998).

However, this theory failed to establish a consistent set of traits, and by 1950, it appeared that this theory had significantly less advantage to offer; hence it was abandoned.

Behavioral era: Behavioral theory(the 1940s- 1950s):

Likert, R.(1950; 1961) proposed this theory. This theory mainly evolved through trait theory and asserted that leaders are made rather than born, and specific behaviors can ensure effective Leadership (John, Moser, 1989). Early 20th-century Leadership and the Art of leadership philosophy mainly evolved with leaders. The behavioral theorists analyzed and identified critical factors for successful leaders(Allen, 1998). This theory emphasizes a leader's actual behavior not on the characteristics but largely ignores the situation and environment of the leader. This theory became a dominant tactic in management training, and probably the most known one is called "Blake and Mouton's Managerial Grid"(Blake, Mouton: Board Grid, 1980). John and Moser(1989); Denison, Hooijberg, Quinn(1995) have claimed that research on behavioral theory various patterns of leadership behavior being categorized together and labeled as styles. By the 1940s, researchers from this field came up with a long list of traits or behavioral leaders(Bird, 1940). Among which the most identical and prominent ones are:

Task-oriented leaders: Task-oriented leaders primarily focus on setting goals and attaining objectives and often demonstrate authoritative behavior.

People-oriented leaders: People-oriented leaders mainly focus on behaviors that allow them to meet the needs of the followers they interact with.

Participative(democratic) Leadership: Participative leaders thrive to include followers in decision-making, and an inclusive approach is the key identifying characteristic.

Indifferent(impoverished) leaders: Indifferent leaders mainly focus on personal success and advancement and do not emphasize behaviors like interaction, communication with the followers.

Country club leaders: Country club leaders accentuate followers' happiness and satisfaction level. Such Leadership idealizes followers' comfortability and well-being.

Status- quo leaders: Status quo leaders are focused on both follower satisfaction and productivity.

Dictatorial leaders: Dictatorial leaders are result-oriented leaders and often prioritize performance, output over followers' satisfaction and working environment.

Sound(team) leaders: Sound leaders focus on, prioritize team morale and productivity. Even though this particular leadership behavior is realistic, practical to implement yet it is considered as one of the most effective categories of behavioral leadership form/ art.

Opportunistic leaders: Opportunistic leaders are well known for their adaptability to prevailing conditions, situations. They choose different behavior or styles and methods necessary to achieve the goal.

Paternalistic leaders: Paternalistic leaders are goal-oriented but drive the followers with a gentle methodological approach. They often set condescending goals for followers and encourage, inspire them with rewards.

Such behavioral leadership styles can be interpreted as arts of Leadership as each style of this Leadership refers to the particular type of skills, characteristics, orientation, and application.

Situational era: Contingent and situational theories(1960s- 1970s):

Prior to this period, the scholars from the "Taylor circle"(Witzel, M, 2016) believed that the style which fits in all situations is the best leadership style. By the beginning of this period, scholars and researchers realized that the environment plays a significant role in the leader-follower dynamic, and this notion has dominated this era(Yuri, S., Yevgen, M., Natalia, L., 2018). The situational era evolved with the Art of Leadership in particular situations, rather than on the traits and behaviors of leaders. Leaders must assess the situation in which they activate first then only adopt the style that suits the situation best. Moreover, the ability to do so leads to more successful leaders and Leadership (John, H, Mosher, H., 1989). The best leadership style is heavily interrelated with the prevailing situation, and this approach is also known as the contingency theory of Leadership. Fred Fielder was among the pioneers to introduce the contingency theory(Fiedler F, Chemers, M., 1974). His theory mainly concentrated on the context/ situation and extended the notion that no particular unsurpassed set of leadership traits or behaviors. Fielder, F.(1974) also asserted that, in the situation of fixed leadership style, the leader should be appointed to a best-fit situation that matches the leadership approach/ style. His theory of contingency brings to an understanding/ conclusion that an appropriate match of leadership style determines the effectiveness of the Art of Leadership to a particular context.

Hersey, P, Blanchard, K., Natemeyer, W.(1979) first introduced the concept of situational Leadership. By their conceptualization, Art and style of Leadership should be grounded on the maturity, developmental level of the followers, and the perception of leaders' power is grounded with various leadership styles. They have proposed a four-quadrant configuration based on the support and direction essential to stimulate an employee to complete a given task. Moreover, all four quadrants are categorized according to the conforming leadership styles. The quadrants in accordance to the arts of leadership/ implementation of leadership styles are as follows:

Quadrant	The Art of leadership/ leadership styles
Directing	This approach is for the followers with the lowest level of maturity. In this quadrant, the leader only articulates directive words and no supportive behaviors to motivate the followers.
Coaching	In this quadrant, the Art of Leadership engages in the directive and supportive words and behaviors to motivate the followers.
Supporting	In this quadrant, Leadership concentrates on supportive behaviors for the followers with a moderate level of workability.
Delegating	In a situation where leaders are no longer required to offer any supportive or directive words or behaviors. The followers are mature and competent enough to perform the tasks independently without requiring any supervision.

Table 2: Hersey et al.'s four quadrants of the Art of leadership/ leadership styles(own construction)

Path- goal, Servant leadership era: Path goal and Servant Leadership theory(the 1970s):

Based on Vroom, V.'s(1964) expectancy theory of motivation, Evans, M.(1974) and House, R. & Mitchell, T.(1975) have developed the path-goal theory. The key to this theory is that the followers will only be motivated if they think:

- They are capable of performing the task;
- Their performance will result in an inevitable outcome or reward;
- The outcome or the reward will be meaningful/ valuable.

The path-goal theory highly emphasizes the relationship between the leadership style, followers' characteristics, and the work environment. Similar to Situational Leadership, according to pat-goal theory, the leading Art and style follow certain leadership behaviors during interaction with the followers. And those are:

Leadership behaviors according to path-goal theory
➢ Directive.
➢ Supportive.
➢ Participative.
➢ Achievement-oriented: The leaders set a high standard of excellence and pursue constant improvement.

Table 3: Leadership behavior according to path-goal theory(own construction)

The Art of Leadership and the role of the leaders, according to this theory, is to make the path to the goal clear through coaching and direction, removing barriers to the path and making the work more satisfying.

Witzel, M.(2016), in his book "The history of management thoughts," has stated that the notion of Servant Leadership began in the age of commerce by the Islamic rulers who were heavily influenced by the philosophy of Plato (7th-century ad). Greenleaf, R.(1977; 2002) first introduced the subtle form of Servant Leadership as a theory by the late 1970s. This theory is mainly concerned with the followers, and the Art of Leadership is to protect and preserve followers' interests. However, this theory of Servant Leadership failed to attract an audience until the mid'1990s when Spears, L.(1995) dissected Greenleaf's idea of Servant Leadership. He then proposed ten Servant leadership characteristics that can be considered art forms of Leadership if implemented. Moreover, the characteristics are:

Greenleaf's idea of Servant Leadership dissected by Spears
➢ Listening.
➢ Empathy.
➢ Healing.
➢ Awareness.
➢ Persuasion.
➢ Conceptualization.
➢ Foresight.
➢ Stewardship.
➢ Commitment for the growth of people.
➢ Building community.

Table 4: Greenleaf's idea of Servant Leadership dissected by Spears(own construction)

Since Spears, L.(1995) outlined these characteristics, many other leading researchers have focused on this topic and developed conceptual models of Servant Leadership (Page, D., Wong, T., 2000).

New leadership era: Transactional, Transformational theories(1990s- 2000s) :

In the 1990s, for the very first time, researchers acknowledged that focusing on one particular aspect or dimension of Leadership fails to address all the complexity of the phenomenon(Van Setters, D., Field, R., 1990). Rapidly changing world dynamics and extreme complexity and challenges created the surge for a new set of leadership theories and the Art of Leadership in practice. Unruly technological innovation and fast globalization were critical factors behind such needs, which led to a new leadership era apart from traditional thinking on leadership practices.

Transformational Leadership:

Burn, J.(1978;2003) first expressed the idea of transformational and transactional Leadership and then explicated by Bass, B., and Seltzer, J.(1990). The Art of Transformational Leadership refers to a leader who engages with others and forms a connection. Moreover, that develops the level of morality, motivation for both the leader and the follower. Bass, B.(1990) expressed that, in the center to transformational Leadership is the followers and motivating the followers to perform more than expected by:

➢ Creating awareness among followers about the importance of organizational value and goal;
➢ Creating a sense of surpassing self-interest for the more significant benefit of the group, organization;
➢ Stirring followers to address elevated needs;

Bass, B.(1985) has also categorized transformational Leadership into four concepts that can be transformed/ considered as art forms of Leadership by adaptation. And they are:

Idealized influence	The leader becomes a role model by behavior and thus gains the followers' respect and trust.
Inspirational motivation	The leader inspires the followers to aim high, thus encouraging them to increase their expectations.
Intellectual stimulation	The leader inspires the followers to be creative, innovative.
Individual consideration	The leader considers followers' needs and desires individually.

Table 5: Bass, B.'s categorization of transformational Leadership (own construction)

Transactional Leadership:

Burns, J.(1978) also provided the theory of transactional Leadership. According to this theory, the leader approaches the followers to perform in a certain way in return for something the followers want. For example, a leader offers higher pay in return for increased production. Transactional Leadership or the Art of transactional Leadership relies on motivating the followers by offering rewards or punishment. According to Hollander, E, Offermann, L.(1990), Transactional Leadership work bests in mature organizations with clearly defined structure and goals to keep the followers on track and strengthen the status quo.

Conclusion:

From a theoretical perspective, the Art of Leadership in the 20th century evolved from the great man theory, which indicates that leaders are born with inherent leadership characteristics. The great man theory is followed by the trait theory, which indicates that leaders can be born to lead or train to become influential leaders. Thus, leaders can be trained for specific leadership skills to become influential leaders. Trait theory then evolved to the behavioral theory that mainly focused on the actions of the leaders in contrast to their characteristic individualities. In headway, scholars realized that environmental factors play a crucial role in leadership development and the Art of Leadership, and thus, contingency and situational Leadership theories emerged. Added to the 20th-century Art of Leadership, researchers and practitioners focused on the complex, continuous interrelationship and interaction among leaders, followers, and situations, resulting in leadership theories related to shared, collective, inclusive, and collaborative leadership styles. The 20th-century Art of leadership and leadership studies also acknowledged the overall functionality and system of the organizational structure.

Era	Time Frame	Theories	Arts of leadership
Scientific management	1911s	Scientific management	Purposive, scientific knowledge-driven Leadership
Principles of efficiency	1913s	Twelve principles of efficiency	Competent and forceful Leadership
Trait era	The 1920s- 1930s	Trait theory	Ambitious, charismatic, influential Leadership
Behavioral era	1940s- 1950s	Behavioral theory	Mission, objective and goal-oriented Leadership
Situational era	The 1960s- 1970s	Contingent and Situational theory	Situation and task-oriented leadership
Path- goal era	The 1970s-1980s	Path- goal theory	Inspiring, concerned, follower centric leadership
New era	The 1990s- 2000	Transformational and transactional leadership theory	Rational and pragmatic Leadership

Table 6: Arts of leadership developments throughout 20th century

Analysis of historical development of the Art of Leadership provides may not only provides insights about the context of the topic but also about the development, evolution of the theories related to the topic as well. Due to contemporary complex, dynamic, and globalized world organizations, business and society are often challenged by the change and complexity of modernization. Moreover, such development leads to a focal shift from leadership behaviors, characteristics to a more systematic approach emphasizing the Art of Leadership as a collective social process. However, theoretically, leadership art aims to prescribe the qualities, characteristics, and strategies of directing followers, groups, or subordinates in the

organization. The Art of Leadership aims to create a commitment, enthusiasm among followers to achieve goals. Because Leadership is achieved through the collaboration flanked by the leader, follower, and the environment. The Art of Leadership guides the leaders in doing so.

Our understanding of the Art of leadership studies has constantly evolved throughout the 20th century, and many of the organizational theorists emphasized the philosophy of Art in it(Gagliardi 1990, 1996; Linstead & Hopfl 1999/2000; Ramirez 1991; Strati 1990, 1992, 1999, 2000). By their works, it became evident that organizations and leaders can be furthered by practicing the Art of Leadership. Theorists and practitioners have advocated practice and interpretation of the Art of Leadership in various contexts (Wendelin, K., 2004). Among which organizational skills(Strati, 1990), Narratives(Alvarez, Merchan, 1992; Czarniawska, 1997), Intuition(Isenberg, 1989; Agor, 1984; Parikh et al., 1994), Improvisation(Hatch, 1999; Weick, 1993; Vera, Crossnan, 2004; Moorman, Miner, 1998), Innovation(Harris, 2013; Austin, Devin, 2003) are only few.

By considering the Art of leadership and leadership theories, leadership practices in the 20th century can be attained. Verdicts, culture, and practices of the Art of Leadership in the 20th century can identically benefit contemporary business, organizational management thoughts with vital insights of transformation, value, and added value for organizations they are responsible for. In the coming future, leaders who master the Art of Leadership and practices will surely enjoy an advantage over those who do not.

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Appendix:

List of tables:

1.

Stogdill's identification of leadership traits and skills
➢ Ambition for task completion and responsibility.
➢ Stamina, determination towards the goal.
➢ Venturesomeness in problem-solving.
➢ Drive to initiate steps to a social situation.
➢ Sensibility and self-confidence.
➢ Willingness to take responsibility for decisions and actions.
➢ Ability to mitigate interpersonal stress.
➢ Disposition to tolerate hindrance.
➢ Ability to influence others.
➢ Ability to guide society towards a common cause.

Table 1: Stogdill's identification of leadership traits and skills(own construction)

2.

Quadrant	The Art of leadership/ leadership styles
Directing	This approach is for the followers with the lowest level of maturity. In this quadrant, the leader only articulates directive words and no supportive behaviors to motivate the followers.
Coaching	In this quadrant, the Art of Leadership engages in the directive and supportive words and behaviors to motivate the followers.
Supporting	In this quadrant, Leadership concentrates on supportive behaviors for the followers with a moderate level of workability.
Delegating	In a situation where leaders are no longer required to offer any supportive or directive words or behaviors. The followers are mature and competent enough to perform the tasks independently without requiring any supervision.

Table 2: Hersey et al.'s four quadrants of the Art of leadership/ leadership styles(own construction)

3.

Leadership behaviors according to path-goal theory
➢ Directive.
➢ Supportive.
➢ Participative.
➢ Achievement-oriented: The leaders set a high standard of excellence and pursue constant improvement.

Table 3: Leadership behavior according to path-goal theory(own construction)

4.

Greenleaf's idea of Servant Leadership dissected by Spears
➢ Listening.
➢ Empathy.
➢ Healing.
➢ Awareness.
➢ Persuasion.
➢ Conceptualization.
➢ Foresight.
➢ Stewardship.
➢ Commitment for the growth of people.
➢ Building community.

Table 4: Greenleaf's idea of Servant Leadership dissected by Spears(own construction)

5.

Idealized influence	The leader becomes a role model by behavior and thus gains the followers' respect and trust.
Inspirational motivation	The leader inspires the followers to aim high, thus encouraging them to increase their expectations.
Intellectual stimulation	The leader inspires the followers to be creative, innovative.
Individual consideration	The leader considers followers' needs and desires individually.

Table 5: Bass, B.'s categorization of transformational Leadership (own construction)

6.

Era	Time Frame	Theories	Arts of leadership
Scientific management	1911s	Scientific management	Purposive, scientific knowledge-driven Leadership
Principles of efficiency	1913s	Twelve principles of efficiency	Competent and forceful Leadership
Trait era	The 1920s- 1930s	Trait theory	Ambitious, charismatic, influential Leadership
Behavioral era	1940s- 1950s	Behavioral theory	Mission, objective and goal-oriented Leadership
Situational era	The 1960s- 1970s	Contingent and Situational theory	Situation and task-oriented leadership

| Path- goal era | The 1970s-1980s | Path- goal theory | Inspiring, concerned, follower centric leadership |
| New era | The 1990s- 2000 | Transformational and transactional leadership theory | Rational and pragmatic Leadership |

Table 6: Arts of leadership developments throughout 20th century