

1957

PHILIP SELZNICK

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Leadership in Administration, 1957.

This work represents a sociological interpretation of leadership.

Selznick believed that for leadership at the top of the organization, an understanding of collective values and loyalties was more important than the logic of efficiency.

" the executive becomes a statesman as he makes the transition from administrative management to institutional leadership. "

The 'organization' is a formal system of rules and objectives while the 'institution' is a natural product of needs and pressures—a responsive organism—in short the social organization.

Selznick differentiates between leadership and administration; the former dealing with creative while the latter with routine decisions. The key tasks of leadership are: (1) the definition of institutional mission and role; (2) the institutional embodiment of purpose; (3) the defense of institutional integrity; and (4) the ordering of internal conflict.

Source: Mee, John F. Twentieth Century Management Thought.