Contents

Preface 15

CHAPTER 1 Introduction: The Nature of Leadership 19

Definitions of Leadership 20
Indicators of Leadership Effectiveness 27
Overview of Major Research Approaches 30
Level of Conceptualization for Leadership Theories 33
Other Bases for Comparing Leadership Theories 38
Organization of the Book 40
Summary 41
Review and Discussion Questions 42

CHAPTER 2 Managerial Traits and Skills 43

Nature of Traits and Skills 43
Research on Leader Traits and Skills 45
Managerial Traits and Effectiveness 52
Managerial Skills and Effectiveness 62
Other Relevant Competencies 65
Situational Relevance of Skills 68
Evaluation of the Trait Research 71
Applications for Managers 72
Summary 73
Review and Discussion Questions 74
### CHAPTER 3  The Nature of Managerial Work  76

- Typical Activity Patterns in Managerial Work  77
- The Content of Managerial Work  82
- Demands, Constraints, and Choices  87
- Research on Situational Determinants  89
- Changes in the Nature of Managerial Work  93
- How Much Discretion Do Managers Have?  94
- Limitations of the Descriptive Research  95
- Applications for Managers  96
- Summary  101
- Review and Discussion Questions  102

### CHAPTER 4  Perspectives on Effective Leadership Behavior  103

- Ohio State Leadership Studies  104
- Michigan Leadership Studies  107
- Limitations of Survey Research on Leader Behavior  108
- Experiments on Task and Relations Behavior  110
- Research Using Critical Incidents  111
- The High-High Leader  112
- Leadership Behavior Taxonomies  115
- Specific Task Behaviors  121
- Specific Relations Behaviors  125
- Evaluation of the Behavior Approach  128
- Summary  129
- Review and Discussion Questions  131

### CHAPTER 5  Participative Leadership, Delegation, and Empowerment  132

- Nature of Participative Leadership  133
- Consequences of Participative Leadership  135
- Research on Effects of Participative Leadership  137
## Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Normative Decision Model</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Applications: Guidelines for Participative Leadership</td>
<td>146</td>
</tr>
<tr>
<td></td>
<td>Delegation</td>
<td>149</td>
</tr>
<tr>
<td></td>
<td>Applications: Guidelines for Delegating</td>
<td>154</td>
</tr>
<tr>
<td></td>
<td>Perceived Empowerment</td>
<td>158</td>
</tr>
<tr>
<td></td>
<td>Summary</td>
<td>162</td>
</tr>
<tr>
<td></td>
<td>Review and Discussion Questions</td>
<td>163</td>
</tr>
</tbody>
</table>

### CHAPTER 6 Early Contingency Theories of Effective Leadership

<table>
<thead>
<tr>
<th>Theory</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>LPC Contingency Model</td>
<td>165</td>
</tr>
<tr>
<td>Path-Goal Theory of Leadership</td>
<td>168</td>
</tr>
<tr>
<td>Situational Leadership Theory</td>
<td>173</td>
</tr>
<tr>
<td>Leadership Substitutes Theory</td>
<td>176</td>
</tr>
<tr>
<td>Multiple Linkage Model</td>
<td>180</td>
</tr>
<tr>
<td>Cognitive Resources Theory</td>
<td>187</td>
</tr>
<tr>
<td>General Evaluation of Contingency Theories</td>
<td>190</td>
</tr>
<tr>
<td>Applications for Adaptive Leadership</td>
<td>192</td>
</tr>
<tr>
<td>Summary</td>
<td>195</td>
</tr>
<tr>
<td>Review and Discussion Questions</td>
<td>196</td>
</tr>
</tbody>
</table>

### CHAPTER 7 Power and Influence

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conceptions of Power and Influence</td>
<td>199</td>
</tr>
<tr>
<td>Power Types and Sources</td>
<td>201</td>
</tr>
<tr>
<td>How Power is Acquired or Lost</td>
<td>211</td>
</tr>
<tr>
<td>Consequences of Position and Personal Power</td>
<td>213</td>
</tr>
<tr>
<td>How Much Power Should Leaders Have?</td>
<td>215</td>
</tr>
<tr>
<td>Influence Tactics</td>
<td>217</td>
</tr>
<tr>
<td>Power and Influence Behavior</td>
<td>224</td>
</tr>
<tr>
<td>Use and Effectiveness of Influence Tactics</td>
<td>225</td>
</tr>
<tr>
<td>Summary</td>
<td>232</td>
</tr>
<tr>
<td>Review and Discussion Questions</td>
<td>233</td>
</tr>
</tbody>
</table>
CHAPTER 8  Dyadic Relations, Attributions, and Followership  234

Leader-Member Exchange Theory  235
Leader Attributions About Subordinates  241
Applications: Correcting Performance
  Deficiencies  242
Follower Attributions and Implicit Theories  246
Impression Management  249
Follower Contributions to Effective Leadership  252
Self-Management  253
Applications: Guidelines for Followers  255
Integrating Leader and Follower Roles  259
Summary  259
Review and Discussion Questions  260

CHAPTER 9  Charismatic and Transformational Leadership  262

Two Early Theories  263
Attribution Theory of Charismatic Leadership  264
Self-Concept Theory of Charismatic Leadership  266
Other Conceptions of Charisma  269
Consequences of Charismatic Leadership  273
Transformational Leadership  277
Primary Types of Research on the Theories  281
Transformational vs. Charismatic Leadership  287
Evaluation of the Theories  288
Applications: Guidelines for Leaders  290
Summary  294
Review and Discussion Questions  295

CHAPTER 10  Leading Change in Organizations  296

Change Processes in Organizations  297
Influencing Organization Culture  303
Developing a Vision  307
### CHAPTER 11 Ethical, Servant, Spiritual, and Authentic Leadership 329

- Conceptions of Ethical Leadership 330
- Dilemmas in Assessing Ethical Leadership 331
- Determinants and Consequences of Ethical Leadership 334
- Transforming Leadership and Adaptive Problem Solving 338
- Servant Leadership 340
- Spiritual Leadership 342
- Authentic Leadership 344
- Comparison and Evaluation of Theories 348
- Increasing Ethical Leadership 351
- Summary 353
- Review and Discussion Questions 354

### CHAPTER 12 Leadership in Teams and Decision Groups 355

- The Nature of Teams 356
- Determinants of Team Performance 361
- Leadership in Different Types of Teams 366
- Procedures for Facilitating Team Learning 371
- Applications: Guidelines for Team Building 374
- Decision Making in Groups 377
- Leadership Functions in Meetings 379
Applications: Guidelines for Leading Meetings 382
Summary 386
Review and Discussion Questions 387

CHAPTER 13 Strategic Leadership by Executives 388

How Leaders Influence Organizational Performance 389
Constraints on Executives 396
Conditions Affecting the Need for Strategic Leadership 398
Political Power and Strategic Leadership 401
Executive Tenure and Strategic Leadership 402
Research on Effects of CEO Leadership 403
Strategic Leadership by Executive Teams 409
Two Key Responsibilities for Top Executives 414
Summary 421
Review and Discussion Questions 422

CHAPTER 14 Developing Leadership Skills 423

Leadership Training Programs 424
Designing Effective Training 425
Special Techniques for Leadership Training 427
Learning from Experience 432
Developmental Activities 434
Self-Help Activities 446
Facilitating Conditions for Leadership Development 447
A Systems Perspective on Leadership Development 449
Summary 452
Review and Discussion Questions 453