

Contents

Foreword	v		
In Memory of Bernard M. Bass	vii		
Acknowledgments	xi		
Preface	xvii		
PART I			
Introduction			
1. Concepts of Leadership	3	5. Traits of Leadership (1970–2006)	103
Myths, Legends, and Religious Texts • The Modern Study of Leadership • Universality of Leadership • Defining Leadership • Leadership, Headship, and Management • An Evolving, Expanding Conceptualization of Leadership • Summary and Conclusions		Situationalism • Heritability, Genes, and Biological Bases of Leadership in Behavior • Personality Traits Correlated with Emergent and Effective Leadership • Task Competence • Socioeconomic and Interpersonal Competence • Summary and Conclusions	
2. Types and Taxonomies	27	6. Activity Level	136
Types of Leadership in Small Groups • Types of Leadership in Organizations and Institutions • Taxonomies of Leaders According to Their Functions, Roles, Perceptions, and Behaviors • Taxonomies of Leaders According to Their Styles and Patterns of Behavior • Commonalities in Types and Taxonomies • Summary and Conclusions		Antecedents of Active Leadership • Effects of Active Leadership on Followers • The Motivation to Manage • Inactive or Laissez-Faire Leadership • Summary and Conclusions	
3. Models and Theories of Leadership	46	7. Authoritarianism, Power Orientation, Machiavellianism, and Leadership	151
Good and Bad Theories • Sources of Current Models and Theories • Methods and Measurements • Summary and Conclusions		The Authoritarian Personality • Authoritarianism and Leadership • Power Motivation • Machiavellianism • Political Psychology and Leadership in Organizations • Summary and Conclusions	
PART II			
Personal Attributes of Leaders			
4. Traits of Leadership (1904–1970)	81	8. Values, Self-Esteem, Well-Being, and Leadership	167
1904–1908 • Conclusions as of 1948 • Traits of Leadership (1948–1970) • Factor Analyses of the Traits of Leadership • Conclusions by 1970		Values • Motives • Concepts of the Self • Satisfaction with the Leadership Role • Health, Well-Being, and Leadership • Summary and Conclusions	
		9. Ethics and Leadership	199
		Philosophies of Ethical Leadership • Ethical Leader Behavior • Ethics and Effectiveness • Spiritual Leadership • Moral Reasoning • Character • Vices of Leadership • Dealing with Ethical and Unethical Practices • Impact of the Internet • Summary and Conclusions	

PART III

Personal Attributes of Leadership

10. Leadership and Accorded Status, Esteem, and Trust 241
 Status • Esteem • Trust • Summary and Conclusions
11. Power and Leadership 263
 Definitions of Social Power • Personal versus Positional Power • Varied Uses of Power • Power and Emergence as a Leader • The Bases of Power • Antecedents and Consequences of the Bases of Power • Summary and Conclusions
12. Leadership and the Distribution of Power 291
 Importances of Differences in Power • Distribution of Power in Communities and Organizations • The Power of the Group • Power, Leadership, and Structure • Empowerment • Industrial Democracy • Power Sharing in Planning Change • Summary and Conclusions
13. Resolution of Conflict 319
 Sources of Conflict • Conditions That Resolve or Reduce Conflicts • Managing Conflict • Legitimatization and Conflict • Constructive Conflict • Summary and Conclusions
14. Authority, Responsibility, Accountability, and Leadership 353
 Authority • Responsibility • Accountability • Delegation • Summary and Conclusions
15. Reinforcement and Instrumental Leadership 366
 Leadership as a Social Exchange • Reinforcement (Instrumental) Leadership and Followership • Applying Contingent Reinforcement • Reinforcement and the Emergence of Leaders • The Dynamics of the Exchange Relationship • Limits to Contingent Reinforcement • Constraints on the Use and Impact of Feedback • Constraints on the Performance-Appraisal Interview • Implicit Theories of Leadership as Moderators of LMX • Summary and Conclusions

16. Followers and Mutual Influence on Leadership 400
 The Leader's Influence • Followers' Impact on Leaders • Leader-Member Exchange (LMX) • The Reciprocal Relationship • Summary and Conclusions

PART IV

Styles of Leadership

17. Autocratic versus Democratic Leadership 439
 The Two Opposing Approaches • Authoritarian and Democratic Leadership • Effects of Autocratic and Democratic Leadership • Antecedent Conditions That Moderate the Effects of Autocratic and Democratic Leadership • Large-Scale, Long-Term Comparisons of Autocratic and Democratic Systems • Summary and Conclusions
18. Directive versus Participative Leadership 458
 Making Decisions • The Continuum • Aspects of Direction and Participation • Antecedents of Direction and Participation • General Effects on Benefits and Costs of Directive and Participative Leadership • Additional Contingent Effects of Directive and Participative Leadership • Deduced Models for Achieving Decision Quality or Subordinate Acceptance • Summary and Conclusions
19. Task versus Relations Orientation 497
 Task, Relations, and Change Orientation • Antecedents of Task-, Relations-, and Change-Oriented Leadership • General Consequences of Relations-Oriented, Task-Oriented, and Change-Oriented Leadership • Blake and Mouton's Grid Theory • Situational Contingencies Affecting Outcomes • The Hersey-Blanchard Situational Leadership Theory (SLT) • Fiedler's Contingency Model of Leadership • Summary and Conclusions
20. Initiation versus Consideration 539
 Descriptive Factors • Psychometric Properties • Alternative and Additional Scales • Behavioral Descriptions of the Ideal Leader • Antecedents

and Correlates of Consideration and Initiation of Structure • General Effects on Productivity, Satisfaction, and Other Criteria • Contingencies in the Effects of Consideration and Initiation • Causal Effects • Summary and Conclusions

PART V

The “New” Leadership: Charismatic and Transformational Leadership

- 21. Charismatic Leadership 575
 - Concepts of Charismatic Leadership •
 - The Charismatic Relationship Theories •
 - Characteristics of Charismatic Leaders •
 - Characteristics of Followers • The Emergence of Charisma • The Charismatic Leader in Complex Organizations: A Conceptual Examination • Empirical Studies of Charismatic Leadership • A Dynamic Model of the Charismatic Process of the Leader, the Followers, and Their Social Interaction • Inspirational Leadership • Summary and Conclusions
- 22. Transformational Leadership 618
 - Components of Transformational Leadership •
 - Components of Transactional Leadership •
 - The Model of the Full Range of Leadership •
 - Other Concepts and Methods Relevant to Transformational and Transactional Leadership •
 - Antecedents of Transformational and Transactional Leadership •
 - Effects of Transformational and Transactional Leadership •
 - Other Related Concepts and Propositions •
 - Criticisms and Problems •
 - Summary and Conclusions

PART VI

Management and Organizations

- 23. Managerial Work 651
 - Functions of Management and Leadership in Formal Organizations •
 - What Leaders and Managers Do •
 - Methods and Dimensions for Studying What Managers Do •
 - Time Spent and Work Done by Managers •
 - Mintzberg’s Managerial Roles •
 - Managerial Activities •

- Moderators of the Manager’s Work, Functions, and Roles •
- Summary and Conclusions
- 24. Strategic and Executive Leadership 682
 - Upper-Level Management Theory •
 - Agency Theory •
 - Interplay between Strategy and Executive Leadership •
 - Executive Leadership •
 - Setting Policies and Strategies •
 - Political Leadership •
 - American Presidents as Leaders •
 - Prime Ministers and Chancellors as Leaders •
 - Summary and Conclusions
- 25. Environment and Organizational Effects 716
 - Trait Approach versus Situation •
 - Theories, Models, and Prescriptions •
 - Leadership, Organization, and the External Environment •
 - Organizations and Leadership •
 - Leadership and the Organization’s Internal Environment •
 - Leadership and Organizational Culture •
 - Summary and Conclusions
- 26. Leadership in Groups and Teams 756
 - Roles of the Leader •
 - Functions of the Leader •
 - Teams versus Groups •
 - Effects of Groups and Teams on Their Leaders •
 - The Effects of Leaders on the Group or Team •
 - Summary and Conclusions
- 27. Effects of Task and Technology 786
 - Leadership in a Technology-Enabled Working Environment •
 - The Leader’s Competence and the Requirements of Tasks •
 - Important Dimensions of Tasks •
 - Sociotechnical Systems •
 - Leadership and Phases in Group Problem Solving •
 - Effects of Type of Task •
 - Path-Goal Theory: The Explanation of Task Effects on Leadership •
 - Summary and Conclusions
- 28. Stress Effects 812
 - The Nature of Stress •
 - A Model of Group Responses to Stress •
 - Leadership under Stress •
 - Successful but Not Necessarily Effective Leadership •
 - Stress and Effective Leaders •
 - Summary and Conclusions
- 29. Effects of Space, Virtuality, and Substitutes for Leadership 840
 - Interaction Potential •
 - Leadership and Physical Space •
 - Leadership and Psychosocial Space •
 - Networks •
 - Electronic Communication Networking •
 - E-Leadership •
 - Leadership in

Experimental Communication Networks • Statistical Proxies • Self-Management • Summary and Conclusions		
30. Transfer and Succession	874	<ul style="list-style-type: none"> • Career Issues • Value of Training and Development in Leadership • Assessing Organizational and Individual Needs • Off-the-Job Leadership Training and Development • On-the-Job Leadership Training and Development • Giving and Receiving Feedback • Expected Effects of Leadership Training and Education • Training and Education in Leadership Styles • Motivation to Learn Leadership • Programmatic Applications • Evaluation of Leadership Training and Education • Factors That Affect Training Outcomes • Summary and Conclusions
PART VII		
Diversity and Cultural Effects		
31. Women as Leaders and Followers	899	
Two Examples • Interest in Women Leaders • Then and Now • Increase in Management and Administration • Increase in MBAs • Society in Transition • Constraints on Opportunities for Leadership • Conflicting Stereotypes of Women and Managers • Differences in the Leadership Potential of Women and Men • Differences in Leadership Style between Women and Men • Moderating Effects • Career Advancement of Women Leaders and Managers • Summary and Conclusions		
32. Minorities as Leaders and Followers	943	
The Challenge of Diversity • African Americans and Leadership • Performance of Blacks and Whites as Leaders • Hispanics • Other Ethnic Minorities • Other Minorities • Summary and Conclusions		
33. Globalization and Cross-National Effects	980	
Issues of Consequence • Culture, Country, and Attributes of Leadership • Universality • Origins of Leaders • Cultural and Institutional Changes • Personal Values, Motives, and Goals • Differences in Leadership Across Cultures • Styles of Leadership • Leadership in the Multinational Firm • Summary and Conclusions		
PART VIII		
Development and Identification of Leaders and Leadership		
34. Training and Development	1051	
Development of Leadership • Developmental Issues in Leadership • Educational Institutions		
		35. Assessment, Appraisal, and Selection 1123
		Purposes of Assessment • Varieties of Available Assessment Information • Importance of Effective Assessment and Appraisal • Importance of Acceptability of Appraisals and Feedback for Development • CEO Performance Evaluation • Judgmental Approaches • Multiple Ratings Sources • Moderators of Judgments and Their Predictive Validity • Assessment Centers • Summary and Conclusions
PART IX		
The Future		
		36. Looking Ahead 1159
		Expected Developments in Leadership Research • Considerations in Looking Ahead • Methodological Issues • A Future of Variety • Substantive Issues • Summary and Conclusions
<hr/>		
		Glossary 1209
		References 1219
		Subject Index 1437
		Author Index 1465