Contents

1.	Introduction	
PAI	RT 1 ANTECEDENTS AND BASIC ISSUES	
2.	Some History—Where We're Coming From	13
3.	Stress	23
4.	Job-Relevant Experience, Tenure, and Leadership Performance	31
5.	Leadership and Intelligence	43
	RT 2 THE CONTINGENCY MODEL AND DIRECTIVE ADER BEHAVIOR	
6.	Situational Control	51
7.	The Leader's Personality and the Least Preferred Coworker Score	69
8.	The Contingency Model—Warts and Beauty Spots	81
9.	The Contingency Model, Job Experience, and Tenure	95
PAI	RT 3 COGNITIVE RESOURCE THEORY	
10.	The Cognitive Resource Model	105
11.	Stress, Cognitive Resources, and Performance	115
12.	Directive Behavior and Intellectual Abilities: Preliminary Tests of Cognitive Resource Theory	131
13.	Directive Behavior and Cognitive Resource Utilization: Summary of Empirical Findings	157

X CONTENTS

14.	Cognitive Resource Theory and the Contingency Model	173
15.	Critical Task Requirements and Cognitive Resource Utilization	187
16.	Finished Business and Unfinished Business	199
Apj	Appendix: Characteristics of Frequently Cited Studies	
Ref	References	
Au	Author Index	
Sul	Subject Index	