# **TABLE OF CONTENTS**

Preface 15

### Chapter 1 INTRODUCTION AND OVERVIEW 17

Definitions of Leadership 18 Indicators of Leadership Effectiveness 24 Major Perspectives in Leadership Theory and Research 26 Level of Conceptualization for Leadership Theories 30 Other Bases for Comparing Leadership Theories 34 Organization of the Book 36 Summary 36 Review and Discussion Questions 37

### Chapter 2 MANAGERIAL ROLES AND DECISIONS 39

Activity Patterns for Managers 40 Decision Making and Planning by Managers 42 Managerial Roles 45 Demands, Constraints, and Choices 47 Other Determinants of Managerial Work 50 Limitations of the Descriptive Research 55 Guidelines for Managers 56 Summary 60 Review and Discussion Questions 61

### CHAPTER 3 LEADERSHIP BEHAVIORS 62

Ways for Describing Leadership Behavior 62 Major Types of Leadership Behavior 64 Methods for Studying the Effects of Leader Behavior 67 Effects of Task and Relations Behaviors 70 Planning Work Activities 72 Clarifying Roles and Objectives 73 Monitoring Operations and Performance 75 Supportive Leadership 77 Developing Subordinate Skills 79 Providing Praise and Recognition 82 Summary 85 Review and Discussion Questions 86

### CHAPTER 4 CHANGE LEADERSHIP 87

Types of Change in Teams and Organizations 88 Change Processes 89 Reasons for Accepting or Rejecting Change 91 Implementing Change 92 Guidelines for Implementing Change 95 How Visions Influence Change 100 Collective Learning and Innovation 105 Guidelines for Enhancing Learning and Innovation 109 Summary 112 Review and Discussion Questions 113

### CHAPTER 5 EMPOWERING LEADERSHIP 114

Nature of Participative Leadership 115 Research on Effects of Participative Leadership 118 Normative Decision Model 120 Guidelines for Participative Leadership 124 Delegation 127 Guidelines for Delegating 131 Perceived Empowerment 135 Empowerment Programs 137 Summary 139 Review and Discussion Questions 140

# CHAPTER 6 TRAITS AND SKILLS OF LEADERS 142

Introduction to the Trait Approach 142 Personality Traits and Effective Leadership 145 Skills and Effective Leadership 155 Managerial Competencies 158 Situational Relevance of Skills 160 Evaluation of the Trait Approach 163 Guidelines for Managers 164 Summary 166 Review and Discussion Questions 166

#### CHAPTER 7 CONTINGENCY THEORIES OF EFFECTIVE LEADERSHIP 168

General Description of Contingency Theories 169 Early Contingency Theories 170 Multiple-linkage Model 173 Conceptual Weaknesses in Contingency Theories 179 Research on Contingency Theories 180 Comparative Evaluation of Contingency Theories 181 Guidelines for Adaptive Leadership 183 Guidelines for Managing Immediate Crises 185 Summary 186 Review and Discussion Questions 187

#### CHAPTER 8 POWER AND INFLUENCE IN LEADERSHIP 188

Power and Influence Concepts 188 Power Sources 191 How Power Is Gained or Lost 196 Consequences of Power 198 Guidelines for Using Power 200 Proactive Influence Tactics 204 Effectiveness of Proactive Tactics 209 Guidelines for Specific Tactics 213 Power and Influence Behavior 218 Summary 219 Review and Discussion Ouestions 220

# CHAPTER 9 DYADIC THEORIES AND FOLLOWERSHIP 221

Leader-Member Exchange Theory 222 Leader Attributions About Subordinates 225 Leader Influence on Follower Emotions 227 Guidelines for Correcting Performance Deficiencies 227 Follower Attributions and Implicit Theories 231 Impression Management by Leaders and Followers 234 Follower Contributions to Effective Leadership 236 Self-Management 237 Guidelines for Followers 239 Summary 243 Review and Discussion Questions 243

#### CHAPTER 10 TEAM LEADERSHIP 245

Determinants of Team Performance 246 Functional Work Teams 252 Cross-functional Teams 253 Self-managed Work Teams 256 Virtual Teams 259 Guidelines for Leading Teams 260 Leading Decision Groups 263 Guidelines for Leading Meetings 266 Summary 270 Review and Discussion Questions 271

### CHAPTER 11 STRATEGIC LEADERSHIP 272

Determinants of Organizational Performance 273 How Leaders Influence Organizational Performance 277 Situations Affecting Strategic Leadership 280 Organizational Culture 282 Research on Effects of Strategic Leadership 285 Executive Teams 287 Emerging Conceptions of Organizational Leadership 290 Two Key Responsibilities for Top Executives 293 Guidelines for Strategic Leadership 295 Summary 298 Review and Discussion Questions 299

# CHAPTER 12 THEORIES OF CHARISMATIC AND TRANSFORMATIONAL LEADERSHIP 300

Attribution Theory of Charismatic Leadership 301 Self-Concept Theory of Charismatic Leadership 303 Other Conceptions of Charisma 305 Consequences of Charismatic Leadership 308 Transformational Leadership 312 Research on Charismatic and Transformational Leadership 315 Comparison of Charismatic and Transformational Leadership 319 Evaluation of the Theories 321 Guidelines for Inspirational Leadership 323 Summary 326 Review and Discussion Questions 327

### CHAPTER 13 ETHICAL LEADERSHIP 328

Conceptions of Ethical Leadership 329 Dilemmas in Assessing Ethical Leadership 330 Determinants and Consequences of Ethical Leadership 332 Theories of Ethical Leadership 335 Evaluation of Ethical Leadership Theories 340 Guidelines for Ethical Leadership 342 Summary 345 Review and Discussion Questions 346

### CHAPTER 14 CROSS-CULTURAL LEADERSHIP AND DIVERSITY 347

Introduction to Cross-cultural Leadership 348 Cultural Value Dimensions and Leadership 352 Evaluation of Cross-cultural Research 355 Gender and Leadership 357 Managing Diversity 363 Summary 365 Review and Discussion Questions 366

# CHAPTER 15 LEADERSHIP DEVELOPMENT 367

Leadership Training Programs 368 Learning from Experience 370 Developmental Activities 371 Facilitating Conditions for Leadership Development 382 Systems Perspective on Leadership Development 384 Summary 387 Review and Discussion Questions 388

## CHAPTER 16 INTEGRATIVE MODELS AND FUTURE DIRECTIONS 389

Major Findings About Effective Leadership 389 Multilevel Explanatory Processes 393 Toward an Integrating Conceptual Framework 400 Limitations in Leadership Research 402 Concluding Thoughts 406 Review and Discussion Questions 408

Cases 409 References 438 Author Index 497 Subject Index 513