

**Foreword** ix

Walter F. Ulmer, Jr.

**Preface** xi

Kenneth E. Clark, Miriam B. Clark,  
and David P. Campbell, Editors

**Chapter One**

*Introduction* 1

Kenneth E. Clark and Miriam B. Clark

**Chapter Two**

*Panel Discussion on  
Quantitative Versus  
Qualitative Research  
Methods* 11

Walter W. Tornow

**Chapter Three**

*The Leadership Characteristics of Leadership  
Researchers* 25

David P. Campbell

**Chapter Four**

*Translating Research Results into Action:  
A Case Study from the Nonprofit  
Sector* 37

E. B. Knauff

**Chapter Five**

*Managers on Leaders: Developing a  
Profile of Effective Leadership in Top  
Management* 47

Mansour Javidan

**Chapter Six**

*The Impact of Leadership on Corporate  
Success: A Comparative Analysis of the  
American and Japanese Experience* 59

David Lohmann

# C O N T E N T S

## **Chapter Seven**

*Shidō: Effective Leadership in Japan* 81

Patrick J. Bettin, Peggy S. Hunt,

Jennifer L. Macaulay, and Susan E. Murphy

## **Chapter Eight**

*The Role and Meaning of Leadership*

*Experience* 95

Fred E. Fiedler

## **Chapter Nine**

*Strategic Leadership in a Big-City Police  
Department: The Philadelphia Story* 107

Willie L. Williams, Jack R. Greene,  
and William T. Bergman

## **Chapter Ten**

*The Impact of Managerial Behaviors on Group  
Performance, Stress, and*

*Commitment* 119

Frank Shipper and Clark L. Wilson

## **Chapter Eleven**

*Assessing Transformational Leadership and  
Its Impact* 131

Marshall Sashkin, William E. Rosenbach,  
Terrence E. Deal, and Kent D. Peterson

## **Chapter Twelve**

*The Transformational/Transactional  
Leadership Model: A Study of Critical  
Components* 149

Ann M. Van Eron and W. Warner Burke

### **Chapter Thirteen**

*Transformational Leadership's Impact on Higher Education Satisfaction, Effectiveness, and Extra Effort* 169

Mary L. Tucker, Bernard M. Bass,  
and Larry G. Daniel, Jr.

### **Chapter Fourteen**

*An Empirical Investigation of the Effects of Transformational and Transactional Leadership on Organizational Climate, Attrition, and Performance* 177

Gordon J. Curphy

### **Chapter Fifteen**

*An Examination of Leader Behaviors, Organizational Climate, and Subordinate Reactions* 189

Richard S. Tallarigo  
and Michael A. Rosebush

### **Chapter Sixteen**

*The Relationship Between Leaders' Management Skills and Their Groups' Effectiveness* 199

Louis N. Quast, Jr., and Joy Fisher Hazucha

### **Chapter Seventeen**

*Leadership, Organizational Culture, and Organizational Outcomes* 215

Bas A. S. Koene, Johannes M. Pennings,  
and Hein Schreuder

### **Chapter Eighteen**

*The Impact of Leadership Behavior and Leader-Follower Personality Match on Satisfaction and Unit Performance* 225

Bruce J. Avolio and Jane M. Howell

### **Chapter Nineteen**

*The Relationship of Leader-Member Exchanges with Laissez-Faire, Transactional, and Transformational Leadership in Naval Environments* 237

Ronald J. Deluga

### **Chapter Twenty**

*The Impact of Who Leaders Are and What They Do* 249

Ian Cunningham

### **Chapter Twenty-One**

*High-Involvement, High-Performance Teams in Higher Education: The Impact of Leadership* 257

Donna Riechmann

## **Chapter Twenty-Two**

*Reframing Leadership: The Effects of Leaders' Images of Leadership* 269

Lee G. Bolman and Terrence E. Deal

## **Chapter Twenty-Three**

*The Impact of Executive Ideology on Structural Change* 281

Juliann Spoth

## **Chapter Twenty-Four**

*Leaders and Organizational Outcomes in Established Industries: An Analysis of Lee Iacocca and the American Automobile Industry* 293

Daniel J. Svyantek and Richard P. DeShon

## **Chapter Twenty-Five**

*Leaders and Transitions: The Role of Leadership in Corporate Name Change* 305

Mary Ann Glynn and Joan Slepian

## **Chapter Twenty-Six**

*Novice Leaders, Novel Behaviors, and Strong Culture: Promoting Leadership Change Beyond the Classroom* 313

Rex J. Blake and Earl H. Potter III

## **Chapter Twenty-Seven**

*Leader Abilities and Group Performance as a Function of Stress* 333

Frederick W. Gibson

## **Chapter Twenty-Eight**

*The Impact of Personality, Gender, and International Location on Multilevel Management Ratings* 345

Clark L. Wilson, Jane Wilson, Daniel Booth, and Frank Shipper

## **Chapter Twenty-Nine**

*The Impact of Classroom Leadership Training on Managerial/Supervisory Job Performance* 359

Phyllis P. Marson and Cheryl D. Bruff

## **Chapter Thirty**

*Taking the Measure of Leadership Impact: How Leaders Share Values in Catholic Higher Education* 365

J. Patrick Murphy and John F. Settich

## **Chapter Thirty-One**

*An Empirical Test of the Leadership-Making Model in Professional Project Teams* 379

Mary Uhl-Bien and George B. Graen

• **Chapter Thirty-Two**

*Beyond Situationalism: Subordinate Preferences and Perceived Leader Impact* 389

Larry A. Pace, Diane E. Hartley, and Laura A. Davenport

**Chapter Thirty-Three**

*Leadership Within the "Discontinuous Hierarchy" Structure of the Military: Are Effective Leadership Behaviors Similar Within and Across Command Structures?* 399

Peter W. Dorfman, Jon P. Howell, Benjamin C. G. Cotton, and Uday Tate

**Chapter Thirty-Four**

*Preliminary Report on Development and Validation of The Influence Behavior Questionnaire* 417

Gary Yukl, Rick Lepsinger, and Toni Lucia

**Chapter Thirty-Five**

*Breadth, Focus, and Content in Leader Priority-Setting: Effects on Decision Quality and Perceived Leader Performance* 429

Ariel S. Levi and Larry E. Mainstone

**Chapter Thirty-Six**

*In-Situ Team Evaluation: A New Paradigm for Measuring and Developing Leadership at Work* 443

Mark R. Edwards

**Chapter Thirty-Seven**

*The Dual Impact of Leadership on Performance Appraisal: A Levels-of-Analysis Perspective* 459

Steven E. Markham, William D. Murry, and K. Dow Scott

### **Chapter Thirty-Eight**

*The Impact of Personality Characteristics on Leadership Effectiveness Ratings* 469

Peter K. Hammerschmidt  
and Andrew C. Jennings

### **Chapter Thirty-Nine**

*The Impact of Leaders on Group and Intergroup Dynamics in Teleconferences Between Interdependent Work Teams* 477

Larry W. Penwell

### **Chapter Forty**

*The Impact of Personal Style on the Effectiveness of Latin American Executives* 487

T. Noel Osborn and Diana B. Osborn

### **Chapter Forty-One**

*The Impact of Institutional Financial Performance on Executive Succession in Higher Education* 495

Patricia K. Fullagar

### **Chapter Forty-Two**

*Perceptions of Leadership: Gender and Situational Effects on Rater Policies* 505

Nina Wrolstad, Joy Fisher Hazucha,  
Charles Huff, and Keith M. Halperin

### **Chapter Forty-Three**

*Leadership Styles of Successful Women Administrators in Higher Education* 517

Charlotte Jacobsen Weddle

### **Chapter Forty-Four**

*The Myers-Briggs Type Indicator, Subordinate Feedback, and Perceptions of Leadership Effectiveness* 529

Paul E. Roush