Contents

Preface xv

CHAPTER 1 Introduction: The Nature of Leadership 1

Definitions of Leadership 2
Leadership Effectiveness 9
Overview of Major Research Approaches 12
Level of Conceptualization for Leadership 15
Other Bases for Comparing Leadership Theories 18
Organization of the Book 19
Summary 20
Review and Discussion Questions 21

CHAPTER 2 The Nature of Managerial Work 22

Typical Activity Patterns in Managerial Work 23
The Content of Managerial Work 28
A Theory of Demands, Constraints, and Choices 32
Research on Situational Determinants 35
Changes in the Nature of Managerial Work 39
How Much Discretion Do Managers Have? 40
Limitations of the Descriptive Research 40
Applications for Managers 41
Summary 46
Review and Discussion Questions 47
Case: Acme Manufacturing Company 48

CHAPTER 3 Perspectives on Effective Leadership Behavior 50

Ohio State Leadership Studies 51
Michigan Leadership Studies 54

CHAPTER 8 Early Contingency Theories of Effective Leadership 214

LPC Contingency Model 215
Path-Goal Theory of Leadership 218
Situational Leadership Theory 223
Leadership Substitutes Theory 225
Multiple-Linkage Model 228
Cognitive Resources Theory 235
General Evaluation of Contingency Theories 238
Applications for Managers 240
Summary 243
Review and Discussion Questions 244
Case: Foreign Auto Shop 245

CHAPTER 9 Charismatic and Transformational Leadership 248

Two Early Theories 249
Attribution Theory of Charismatic Leadership 250
Self-Concept Theory of Charismatic Leadership 252
Other Conceptions of Charisma 254
Consequences of Charismatic Leadership 258
Transformational Leadership 262
Research Methods for Assessing the Theories 265
Transformational vs. Charismatic Leadership 270
Evaluation of the Theories 272
Applications: Guidelines for Leaders 274
Summary 277
Review and Discussion Questions 278
Case: Metro Bank 279
Case: Astro Airlines 280

CHAPTER 10 Leading Change in Organizations 284

Change Processes in Organizations 285
Influencing Organization Culture 290
Developing a Vision 295

Implementing Change 300
Applications: Guidelines for Leading Change 302
Innovation and Organizational Learning 308
Applications: Guidelines for Increasing Learning and Innovation 311
Summary 313
Review and Discussion Questions 314
Case: Falcon Computer Company 315
Case: Ultimate Office Products 316

CHAPTER 11 Leadership in Teams and Decision Groups 318

The Nature of Teams 319
Determinants of Team Performance 324
Leadership in Different Types of Teams 328
Procedures for Facilitating Team Learning 332
Applications: Guidelines for Team Building 334
Decision Making in Groups 338
Leadership Functions in Meetings 340
Applications: Guidelines for Leading Meetings 343
Summary 347
Review and Discussion Questions 348
Case: Southwest Engineering Services 348
Case: Building Maintenance Inc. 350

CHAPTER 12 Strategic Leadership by Executives 353

Constraints on Executives 354
Biased Attributions About Chief Executives 356
Research on Effects of Leadership Succession 357
Evolutionary Change and Strategic Leadership 359
Political Power and Strategic Leadership 362
Executive Tenure and Strategic Leadership 362
Executive Teams 364
How Leaders Influence Organizational Performance 368
Monitoring the Environment 373
Formulating Strategy 376
Summary 380

Review and Discussion Questions 381
Case: Columbia Corporation 382
Case: Turnaround at Nissan 383

CHAPTER 13 Developing Leadership Skills 386

Leadership Training Programs 387
Designing Effective Training 388
Special Techniques for Leadership Training 390
Learning from Experience 394
Developmental Activities 396
Self-Help Activities 408
Facilitating Conditions for Development 409
A Systems Perspective on Leadership Development 411
Summary 413
Review and Discussion Questions 414
Case: Federated Industries 415

CHAPTER 14 Ethical Leadership and Diversity 417

Ethical Leadership 417
Gender and Leadership 427
Leadership in Different Cultures 430
Managing Diversity 435
Summary 436
Review and Discussion Questions 437
Case: Madison, Jones, and Conklin 438

CHAPTER 15 Overview and Integration 440

Major Findings in Leadership Research 440
Toward an Integrating Conceptual Framework 445
Biases in the Conceptualization of Leadership 448
Issues About Research Methods 452
Concluding Thoughts 456
Review and Discussion Questions 458

References 459

Author Index 519

Subject Index 535