

Fourth Edition

LEADERSHIP

THEORY AND PRACTICE



Peter G. Northouse



To Laurel, Scott, and Lisa

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Fourth Edition

LEADERSHIP

THEORY AND PRACTICE



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Peter G. Northouse
Western Michigan University

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Preface

Heartened by the positive response to the previous editions of *Leadership: Theory and Practice*, this fourth edition is written with the same objective: to bridge the gap between the often simplistic popular approaches to leadership and the more abstract theoretical approaches. Like the previous editions, this edition reviews and analyzes a selected number of leadership theories, giving special attention to how each theoretical approach could be applied in real-world organizations. In essence, our purpose is to explore how leadership theory can inform and direct the way leadership is practiced.

Although this edition retains many special features from previous editions, it has been expanded to include more leadership topics, research findings, questionnaires, case studies, and everyday applications. The format of this edition parallels the format used in earlier editions.

This revised volume features a new chapter, “Culture and Leadership,” which examines the latest research on culture, its dimensions, and ways in which culture affects the leadership process. This chapter discusses how ethnocentrism and prejudice can be obstacles to effective leadership. The chapter also provides a description of how leadership varies across cultures and which specific leadership attributes are universally endorsed as desirable and undesirable. In addition, there is a self-assessment questionnaire to assist you in analyzing how your own perceptions of culture are similar to and different from those of people in other cultures.

The second change is a newly written “Women and Leadership” chapter, which examines the styles of female and male leaders and their effectiveness, the causes of the glass ceiling, and data about how the glass ceiling is being broken in organizational settings. This chapter includes a new gender questionnaire that uses an implicit association test to help you understand your attitudes about women leaders.

Third, the “Team Leadership” chapter has been revised to give more emphasis to the Team Leadership Model and to illustrate how this model can be used in organizations. The chapter places leadership at the center of team effectiveness by providing a mental road map for leaders to follow as they diagnose team problems and try to correct them.

Fourth, major revisions have been made in the “Psychodynamic Approach” chapter. This chapter encourages leaders and followers to become aware of their own personalities in order to better understand their leadership style and the responses they get from others. Special attention is given in this chapter to specific personality types and how they relate to leadership effectiveness.

Finally, the fourth edition includes new research references, new figures and tables, additional research-based applications, and expanded discussions of selected leadership topics, including bases of power, emotional intelligence, and Kouzes and Posner’s five practices of exemplary leadership. As with previous editions, the overall goal of *Leadership: Theory and Practice* is to advance our understanding of the many different approaches to leadership and ways to practice it more effectively.

SPECIAL FEATURES

Although this text presents and analyzes a wide range of leadership research, every attempt has been made to present the material in a clear, concise, and interesting manner. Reviewers of the book have consistently commented that clarity was one of its major strengths. In addition to the writing style, several other features in the book help make it user-friendly.

- Each chapter follows the same format and is structured to include theory first and then practice.
- Every chapter contains a discussion of the strengths and criticisms of the approach and assists the reader in determining the relative merits of each approach.
- Each chapter includes an application section that discusses the practical aspects of the approach and how it could be used in today’s organizational settings.
- Three case studies are provided in each chapter to illustrate common leadership issues and dilemmas. Thought-provoking questions follow each case study, helping readers to interpret the case.

- A self-assessment questionnaire is provided in each of the chapters to help the reader apply the approach to his or her own leadership style or setting.
- Figures and tables illustrate the content of the theory and make the ideas more meaningful.

Through these special features, every effort has been made to make this text substantive, understandable, and practical.

AUDIENCE

This book provides both an in-depth presentation of leadership theory and a discussion of how it applies to real-life situations. Thus it is intended for undergraduate and graduate classes in management, leadership studies, business, educational leadership, public administration, nursing and allied health, social work, criminal justice, industrial and organizational psychology, communication, religion, agricultural education, political and military science, and training and development. It is particularly well suited as a supplementary text for core organizational behavior courses or as an overview text within M.B.A. curricula. This book would also be useful as a text in student activities, continuing education, in-service training, and other leadership development programs.

ACKNOWLEDGMENTS

Many people directly or indirectly contributed to the development of the fourth edition of *Leadership: Theory and Practice*. First, I would like to thank the talented people at Sage Publications, including my editor, Al Bruckner, and my developmental editor, Denise Simons, for their guidance and encouragement throughout this process. As always, a special thanks goes to MaryAnn Vail, whose time, energy, and oversight contributed significantly to the quality of the project and ensured its success. For their very capable work during the production phase, I would like to thank copyeditor Carol Anne Peschke and production editor Diane Foster. In their own unique ways, each of these people made valuable contributions to the fourth edition.

Second, this edition has been strengthened by the contributions of three people who wrote individual chapters for the fourth edition: Susan Kogler

Hill (Cleveland State University), who fully revised the chapter on team leadership; Crystal Hoyt (University of Richmond), who wrote a new chapter on women and leadership; and Ernest Stech (Arizona State University), who completely revised the chapter on the psychodynamic approach to leadership.

For comprehensive reviews of the fourth edition, I would like to thank the following reviewers:

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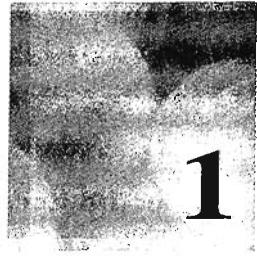
Their critiques were invaluable in providing focus and keeping the book current.

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As in the past, a special acknowledgment goes to Joan Kmenta for her competent editorial assistance. She has been involved in editing every edition of the book, and her contributions have always been very valuable.

Finally, I would like to thank the many undergraduate and graduate students whom I have taught through the years. Their ongoing feedback has helped clarify my thinking about leadership and encouraged me to make plain the practical implications of leadership theories.

Introduction



In the 10 years since the first edition of this book was published, the public's fascination with leadership has grown exponentially. Bookstore shelves are filled with popular books about leaders. People are captivated by the idea of leadership, and they seek more information on how to become effective leaders. Many people believe that leadership is a way to improve how they present themselves to others. Corporations want people who have leadership ability because they believe these people provide special assets to their organizations. Academic institutions throughout the country are creating programs in leadership studies. Generally, leadership is a highly sought-after and highly valued commodity.

In addition to popular books, there are many publications about leadership in the research literature. A review of the scholarly studies on leadership shows that there are a wide variety of different theoretical approaches to explain the complexities of the leadership process (e.g., Antonakis, Cianciolo, & Sternberg, 2004; Bass, 1990; Bryman, 1992; Gardner, 1990; Hickman, 1998; Mumford, 2006; Rost, 1991). Some researchers conceptualize leadership as a trait or as a behavior, whereas others view leadership from an information-processing perspective or from a relational standpoint. Leadership has been studied using both qualitative and quantitative methods in many contexts, including small groups, therapeutic groups, and large organizations. Collectively, the research findings on leadership from all of these areas provide a picture of a process that is far more sophisticated and complex than the often simplistic view presented in some of the popular books on leadership.

The present book treats leadership as a complex process having multiple dimensions. Based on the research literature, this text provides an in-depth description and application of many different approaches to leadership. The emphasis in the text is on how theory can inform the practice of leadership. In the book, we describe each theory and then explain how the theory can be used in real situations.

LEADERSHIP DEFINED

There are many ways to finish the sentence “Leadership is . . .” In fact, as Stogdill (1974, p. 7) pointed out in a review of leadership research, there are almost as many different definitions of *leadership* as there are people who have tried to define it. It is much like the words *democracy*, *love*, and *peace*. Although each of us intuitively knows what he or she means by such words, the words can have different meanings for different people. As soon as we try to define leadership, we immediately discover that leadership has many different meanings.

Ways of Conceptualizing Leadership

In the past 60 years, as many as 65 different classification systems have been developed to define the dimensions of leadership (Fleishman et al., 1991). One such classification system, directly related to our discussion, is the scheme proposed by Bass (1990, pp. 11–20). He suggested that some definitions view leadership as the *focus of group processes*. From this perspective, the leader is at the center of group change and activity and embodies the will of the group. Another group of definitions conceptualizes leadership from a *personality perspective*, which suggests that leadership is a combination of special traits or characteristics that individuals possess and that enable them to induce others to accomplish tasks. Other approaches to leadership have defined it as an *act or behavior*—the things leaders do to bring about change in a group.

In addition, leadership has been defined in terms of the *power relationship* that exists between leaders and followers. From this viewpoint, leaders have power and wield it to effect change in others. Others view leadership as a *transformational process* that moves followers to accomplish more than what is usually expected of them. Finally, some scholars address leadership from a *skills perspective*. This viewpoint stresses the capabilities (knowledge and skills) that make effective leadership possible.

Definition and Components

Despite the multitude of ways in which leadership has been conceptualized, the following components can be identified as central to the phenomenon: (a) Leadership is a process, (b) leadership involves influence, (c) leadership occurs in a group context, and (d) leadership involves goal attainment. Based on these components, the following definition of leadership is used in this text:

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Defining leadership as a *process* means that it is not a trait or characteristic that resides in the leader but a transactional event that occurs between the leader and his or her followers. *Process* implies that a leader affects and is affected by followers. It emphasizes that leadership is not a linear, one-way event but rather an interactive event. When leadership is defined in this manner, it becomes available to everyone. It is not restricted to only the formally designated leader in a group.

Leadership involves *influence*; it is concerned with how the leader affects followers. Influence is the sine qua non of leadership. Without influence, leadership does not exist.

Leadership occurs in *groups*. Groups are the context in which leadership takes place. Leadership involves influencing a group of individuals who have a common purpose. This can be a small task group, a community group, or a large group encompassing an entire organization. Leadership training programs that teach people to lead themselves are not considered a part of leadership within the definition that is set forth in this discussion.

Leadership includes attention to *goals*. This means that leadership has to do with directing a group of individuals toward accomplishing some task or end. Leaders direct their energies toward individuals who are trying to achieve something together. Therefore, leadership occurs and has its effects in contexts where individuals are moving toward a goal.

Throughout this text, the people who engage in leadership will be called *leaders*, and those toward whom leadership is directed will be called *followers*. Both leaders and followers are involved together in the leadership process. Leaders need followers, and followers need leaders (Burns, 1978; Heller & Van Til, 1983; Hollander, 1992; Jago, 1982). Although leaders and followers are closely linked, it is the leader who often initiates the relationship, creates

the communication linkages, and carries the burden for maintaining the relationship.

In our discussion of leaders and followers, attention will be directed toward follower issues as well as leader issues. Leaders have an ethical responsibility to attend to the needs and concerns of followers. As Burns (1978) has pointed out, discussions of leadership sometimes are viewed as elitist because of the implied power and importance often ascribed to leaders in the leader–follower relationship. Leaders are not above followers or better than followers. Leaders and followers must be understood in relation to each other (Hollander, 1992) and collectively (Burns, 1978). They are in the leadership relationship together—two sides of the same coin (Rost, 1991).

LEADERSHIP DESCRIBED

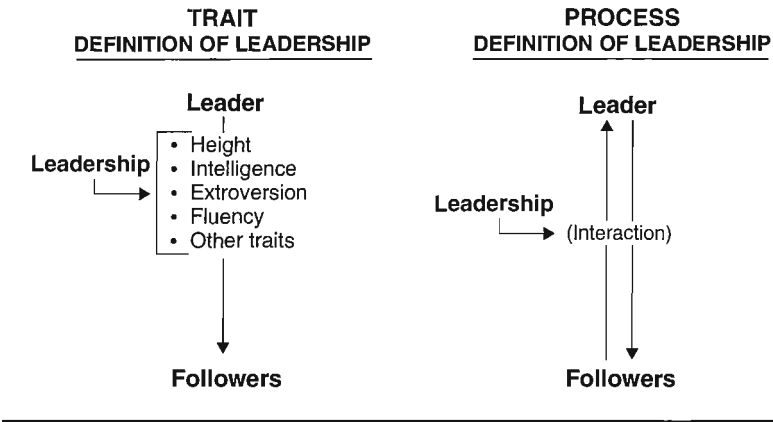
In addition to definitional issues, it is also important to discuss several other questions pertaining to the nature of leadership. In the following section, we will address questions such as how leadership as a trait differs from leadership as a process, how appointed leadership differs from emergent leadership, and how the concepts of power, coercion, and management differ from leadership.

Trait Versus Process Leadership

We have all heard statements such as “He is born to be a leader” or “She is a natural leader.” These statements are commonly expressed by people who take a trait perspective toward leadership. The trait perspective suggests that certain individuals have special innate or inborn characteristics or qualities that make them leaders, and it is these qualities that differentiate them from nonleaders. Some of the personal qualities used to identify leaders include unique physical factors (e.g., height), personality features (e.g., extraversion), and ability characteristics (e.g., speech fluency) (Bryman, 1992). In Chapter 2, we will discuss a large body of research that has examined these qualities.

To describe leadership as a trait is quite different from describing it as a process (Figure 1.1). The trait viewpoint conceptualizes leadership as a property or set of properties possessed in varying degrees by different people (Jago, 1982). This suggests that it resides *in* select people and restricts leadership to only those who are believed to have special, usually inborn, talents.

Figure 1.1 *The Different Views of Leadership*



The process viewpoint suggests that leadership is a phenomenon that resides in the context and makes leadership available to everyone. As process, leadership can be observed in leader behaviors (Jago, 1982), and it is something that can be learned. The process definition of leadership is consistent with the definition of leadership that we have set forth in this chapter.

Assigned Versus Emergent Leadership

Some people are leaders because of their formal position in an organization, whereas others are leaders because of the way other group members respond to them. These two common forms of leadership are called *assigned leadership* and *emergent leadership*. Leadership that is based on occupying a position in an organization is assigned leadership. Team leaders, plant managers, department heads, directors, and administrators are all examples of assigned leadership.

Yet the person assigned to a leadership position does not always become the real leader in a particular setting. When others perceive an individual as the most influential member of a group or organization, regardless of the individual's title, the person is exhibiting emergent leadership. The individual acquires emergent leadership through other people in the organization who support and accept that individual's behavior. This type of leadership is not assigned by position; rather, it emerges over a period of time through

communication. Some of the positive communication behaviors that account for successful leader emergence include *being verbally involved, being informed, seeking others' opinions, initiating new ideas, and being firm but not rigid* (Fisher, 1974).

In addition to communication behaviors, researchers have also found that personality plays a role in leadership emergence. For example, Smith and Foti (1998) found that certain personality traits were related to leadership emergence in a sample of 160 male college students. The individuals who were more dominant, more intelligent, and more confident about their own performance (general self-efficacy) were more likely to be identified as leaders by other members of their task group. Although it is uncertain whether these findings apply to women as well, Smith and Foti suggested that these three traits could be used for identifying individuals perceived to be emergent leaders.

Leadership emergence may also be affected by gender-biased perceptions. In a recent study of 40 mixed-sex college groups, Watson and Hoffman (2004) found that women who were urged to persuade their task groups to adopt high-quality decisions succeeded with the same frequency as men with identical instructions. Although women were equally influential leaders in their groups, they were rated significantly lower than comparable men on leadership. Furthermore, these influential women were also rated as significantly less likable than comparably influential men. These results suggest that there continue to be barriers to women's emergence as leaders in some settings.

A unique perspective on leadership emergence is provided by social identity theory (Hogg, 2001). From this perspective, leadership emergence is the degree to which a person fits with the identity of the group as a whole. As groups develop over time, a group prototype also develops. Individuals emerge as leaders in the group when they become most like the group prototype. Being like the prototype makes leaders attractive to the group and gives them influence with the group.

The leadership approaches we discuss in the subsequent chapters of this book apply equally to assigned leadership and emergent leadership. When a person is engaged in leadership, that person is a leader, whether he or she was assigned to be the leader or emerged as the leader. This book focuses on the leadership process that occurs when any individual is engaged in influencing other group members in their efforts to reach a goal.

Leadership and Power

The concept of power is related to leadership because it is part of the influence process. Power is the capacity or potential to influence. People have power when they have the ability to affect others' beliefs, attitudes, and courses of action. Ministers, doctors, coaches, and teachers are all examples of people who have the potential to influence us. When they do, they are using their power, the resource they draw on to effect change in us.

The most widely cited research on power is French and Raven's (1959) work on the bases of social power. In their work, power was conceptualized from the framework of a dyadic relationship that included both the person influencing and the person being influenced. French and Raven identified five common and important bases of power: reward, coercive, legitimate, referent, and expert (Table 1.1). Each of these bases of power increases a leader's capacity to influence the attitudes, values, or behaviors of others.

In organizations, there are two major kinds of power: position power and personal power. *Position power* is the power a person derives from a particular office or rank in a formal organizational system. It is the influence capacity a leader derives from having higher status than the followers. Vice presidents and department heads have more power than staff personnel because of the position they have in the organization. Position power includes legitimate, reward, and coercive power (Table 1.2).

Personal power is the influence capacity a leader derives from being seen by followers as likable and knowledgeable. When leaders act in ways that are important to followers, it gives leaders power. For example, some managers have power because their subordinates find them to be good role models. Others have power because their subordinates view them as highly competent or considerate. In both cases, these managers' power is ascribed to them based on how they are seen in their relationships with others. Personal power includes referent and expert power (see Table 1.2).

In discussions of leadership, it is not unusual for leaders to be described as wielders of power, as individuals who dominate others. In these instances, power is conceptualized as a tool that leaders use to achieve their own ends. Contrary to this view of power, Burns (1978) emphasized power from a relationship standpoint. For Burns, power is not an entity that leaders use over others to achieve their own ends; instead, it occurs in relationships and should be used by leaders and followers to promote their collective goals.

Table 1.1 *Five Bases of Power*

| | |
|-------------------------|--|
| REFERENT POWER | Based on followers' identification and liking for the leader. A schoolteacher who is adored by her students has referent power. |
| EXPERT POWER | Based on followers' perceptions of the leader's competence. A tour guide who is knowledgeable about a foreign country has expert power. |
| LEGITIMATE POWER | Associated with having status or formal job authority. A judge who administers sentences in the courtroom exhibits legitimate power. |
| REWARD POWER | Derived from having the capacity to provide rewards to others. A supervisor who gives rewards to employees who work hard is using reward power. |
| COERCIVE POWER | Derived from having the capacity to penalize or punish others. A coach who sits players on the bench for being late to practice is using coercive power. |

SOURCE: Adapted from "The Bases of Social Power," by J. R. French Jr. and B. Raven, 1962, in D. Cartwright (Ed.), *Group Dynamics: Research and Theory* (pp. 259–269), New York: Harper & Row.

In this text, our discussions of leadership treat power as a relational concern for both leaders and followers. We pay attention to how leaders work with followers to reach common goals.

Leadership and Coercion

Coercion is one of the specific kinds of power that are available to leaders. Coercion involves the use of force to effect change. It means influencing others to do something by manipulating the penalties and rewards in their work environment. Coercion often involves the use of threats, punishment, and negative reward schedules. Classic examples of leaders who used coercion are Adolf Hitler in Germany, Jim Jones in Guyana, and David

Table 1.2 *Types and Bases of Power*

| <u>POSITION POWER</u> | <u>PERSONAL POWER</u> |
|-----------------------|-----------------------|
| Legitimate | Referent |
| Reward | Expert |
| Coercive | |

Koresh in Waco, Texas, each of whom used power and restraint to force his followers to engage in extreme behaviors.

It is important to distinguish between coercion and leadership because it allows us to separate out from our examples of leadership the behaviors of individuals such as Hitler, Jones, and Koresh. In our discussions of leadership, coercive people are not used as models of what ideal leadership is about. Our definition suggests that leadership is reserved for those who influence a group of individuals toward a common goal.

Leaders who use coercion are interested in their own goals and seldom are interested in the wants and needs of subordinates. Using coercion runs counter to working with followers to achieve a common goal.

Leadership and Management

Leadership is a process that is similar to management in many ways. Leadership involves influence, as does management. Leadership entails working with people, which management entails as well. Leadership is concerned with effective goal accomplishment, and so is management. In general, many of the functions of management are activities that are consistent with the definition of leadership we set forth at the beginning of this chapter.

But leadership is also different from management. Whereas the study of leadership can be traced back to Aristotle, management emerged around the turn of the 20th century with the advent of our industrialized society. Management was created as a way to reduce chaos in organizations and to make them run more effectively and efficiently. The primary functions of management, as first identified by Fayol (1916), were planning, organizing,

Figure 1.2 Functions of Management and Leadership

| MANAGEMENT Produces Order & Consistency | LEADERSHIP Produces Change & Movement |
|---|--|
| <p>Planning and Budgeting</p> <ul style="list-style-type: none"> • Establish agendas • Set timetables • Allocate resources | <p>Establishing Direction</p> <ul style="list-style-type: none"> • Create a vision • Clarify big picture • Set strategies |
| <p>Organizing and Staffing</p> <ul style="list-style-type: none"> • Provide structure • Make job placements • Establish rules and procedures | <p>Aligning People</p> <ul style="list-style-type: none"> • Communicate goals • Seek commitment • Build teams and coalitions |
| <p>Controlling and Problem Solving</p> <ul style="list-style-type: none"> • Develop incentives • Generate creative solutions • Take corrective action | <p>Motivating and Inspiring</p> <ul style="list-style-type: none"> • Inspire and energize • Empower subordinates • Satisfy unmet needs |

SOURCE: Adapted from *A Force for Change: How Leadership Differs From Management* (pp. 3–8), by J. P. Kotter, 1990, New York: Free Press.

staffing, and controlling. These functions are still representative of the field of management today.

In a book that compared the functions of management with the functions of leadership, Kotter (1990) argued that the functions of the two are quite dissimilar (Figure 1.2). The overriding function of management is to provide order and consistency to organizations, whereas the primary function of leadership is to produce change and movement. Management is about seeking order and stability; leadership is about seeking adaptive and constructive change.

As illustrated in Figure 1.2, the major activities of management are played out differently from the activities of leadership. Although they are different in scope, Kotter (1990, pp. 7–8) contended that both management and leadership are essential if an organization is to prosper. For example, if

an organization has strong management without leadership, the outcome can be stifling and bureaucratic. Conversely, if an organization has strong leadership without management, the outcome can be meaningless or misdirected change for change's sake. To be effective, organizations need to nourish both competent management and skilled leadership.

Many scholars, in addition to Kotter, argue that leadership and management are distinct constructs. For example, Bennis and Nanus (1985) maintained that there is a significant difference between the two. *To manage* means to accomplish activities and master routines, whereas *to lead* means to influence others and create visions for change. Bennis and Nanus made the distinction very clear in their frequently quoted sentence, "Managers are people who do things right and leaders are people who do the right thing" (p. 221).

Rost (1991) has also been a proponent of distinguishing between leadership and management. He contended that leadership is a multidirectional influence relationship and management is a unidirectional authority relationship. Whereas leadership is concerned with the process of developing mutual purposes, management is directed toward coordinating activities in order to get a job done. Leaders and followers work together to create real change, whereas managers and subordinates join forces to sell goods and services (Rost, 1991, pp. 149–152).

Approaching the issue from a narrower viewpoint, Zaleznik (1977) went so far as to argue that leaders and managers themselves are distinct; they are basically different types of people. He contended that managers are reactive and prefer to work with people to solve problems but do so with low emotional involvement. They act to limit choices. Zaleznik suggested that leaders, on the other hand, are emotionally active and involved. They seek to shape ideas instead of responding to them and act to expand the available options to solve long-standing problems. Leaders change the way people think about what is possible.

Although there are clear differences between management and leadership, the two constructs overlap. When managers are involved in influencing a group to meet its goals, they are involved in leadership. When leaders are involved in planning, organizing, staffing, and controlling, they are involved in management. Both processes involve influencing a group of individuals toward goal attainment. For purposes of our discussion in this book, we focus on the leadership process. In our examples and case studies, we treat the roles of managers and leaders similarly and do not emphasize the differences between them.

PLAN OF THE BOOK

This book is user-friendly. It is based on substantive theories but written to emphasize practice and application. Each chapter in the book follows the same format. The first section of each chapter briefly describes the leadership approach and discusses various research studies applicable to the approach. The second section of each chapter evaluates the approach, highlighting its strengths and criticisms. Special attention is given to how the approach contributes or fails to contribute to an overall understanding of the leadership process. The next section uses brief case studies to prompt discussion of how the approach can be applied in ongoing organizations. The final section of each chapter provides a leadership questionnaire with a discussion of how the questionnaire measures the reader's leadership style. Each chapter ends with a summary and references.

SUMMARY

Leadership is a topic with universal appeal, and in the popular press and academic research literature much has been written about leadership. Despite the abundance of writing on the topic, leadership has presented a major challenge to practitioners and researchers interested in understanding the nature of leadership. It is a highly valued phenomenon that is very complex.

Through the years, leadership has been defined and conceptualized in many ways. The component common to nearly all classifications is that leadership is an influence process that assists groups of individuals toward goal attainment. Specifically, in this book, leadership is defined as a process whereby an individual influences a group of individuals to achieve a common goal.

Because leaders and followers both are part of the leadership process, it is important to address issues that confront followers as well as those that confront leaders. Leaders and followers should be understood in relation to each other.

In prior research, many studies have focused on leadership as a trait. The trait perspective suggests that certain people in our society have special inborn qualities that make them leaders. This view restricts leadership to only those who are believed to have special characteristics. In contrast, the approach in this text suggests that leadership is a process that can be learned and that it is available to everyone.

Two common forms of leadership are assigned and emergent. Assigned leadership is based on a formal title or position in an organization. Emergent leadership results from what one does and how one acquires support from followers. Leadership, as a process, applies to individuals in both assigned roles and emergent roles.

Related to leadership is the concept of power, the potential to influence. There are two kinds of power: position and personal. Position power, which is much like assigned leadership, is the power an individual derives from having an office in a formal organizational system. It includes legitimate, reward, and coercive power. Personal power comes from followers and includes referent and expert power. It is given to leaders because followers believe leaders have something of value. Treating power as a shared resource is important because it de-emphasizes the idea that leaders are power wielders.

Leadership and coercion are not the same. Coercion involves the use of threats and punishment to induce change in followers for the sake of the leader. Coercion runs counter to leadership because it does not treat leadership as a process that includes followers, and it does not emphasize working with followers to achieve common goals.

Leadership and management are different concepts that overlap. They are different in that management traditionally focuses on the activities of planning, organizing, staffing, and controlling, whereas leadership emphasizes the general influence process. According to some researchers, management is concerned with creating order and stability, whereas leadership is about adaptation and constructive change. Other researchers go so far as to argue that managers and leaders are different types of people, with managers being more reactive and less emotionally involved and leaders being more proactive and more emotionally involved. The overlap between leadership and management is centered on how they both involve influencing a group of individuals in goal attainment.

In this book, we discuss leadership as a complex process. Based on the research literature, we describe selected approaches to leadership and assess how they can be used to improve leadership in real situations.

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Trait Approach



DESCRIPTION

Of interest to scholars throughout the 20th century, the trait approach was one of the first systematic attempts to study leadership. In the early 20th century, leadership traits were studied to determine what made certain people great leaders. The theories that were developed were called “great man” theories because they focused on identifying the innate qualities and characteristics possessed by great social, political, and military leaders (e.g., Mohandas Gandhi, Abraham Lincoln, and Napoleon). It was believed that people were born with these traits, and only the “great” people possessed them. During this time, research concentrated on determining the specific traits that clearly differentiated leaders from followers (Bass, 1990; Jago, 1982).

In the mid-20th century, the trait approach was challenged by research that questioned the universality of leadership traits. In a major review in 1948, Stogdill suggested that no consistent set of traits differentiated leaders from nonleaders across a variety of situations. An individual with leadership traits who was a leader in one situation might not be a leader in another situation. Rather than being a quality that individuals possessed, leadership was reconceptualized as a relationship between people in a social situation (Stogdill, 1948). Personal factors related to leadership continued to be important, but researchers contended that these factors were to be considered as relative to the requirements of the situation.

In recent years, there has been a resurgence of interest in the trait approach in explaining how traits influence leadership (Bryman, 1992). For example, based on a new analysis of much of the previous trait research, Lord, DeVader, and Alliger (1986) found that personality traits were strongly associated with individuals' perceptions of leadership. Similarly, Kirkpatrick and Locke (1991) have gone so far as to claim that effective leaders are actually distinct types of people in several key respects. Further evidence of renewed interest in the trait approach can be seen in the current emphasis given by many researchers to visionary and charismatic leadership (see Bass, 1990; Bennis & Nanus, 1985; Nadler & Tushman, 1989; Zaleznik, 1977).

In short, the trait approach is alive and well. It began with an emphasis on identifying the qualities of great persons; next, it shifted to include the impact of situations on leadership; and most currently, it has shifted back to reemphasize the critical role of traits in effective leadership.

Although the research on traits spanned the entire 20th century, a good overview of this approach is found in two surveys completed by Stogdill (1948, 1974). In his first survey, Stogdill analyzed and synthesized more than 124 trait studies conducted between 1904 and 1947. In his second study, he analyzed another 163 studies completed between 1948 and 1970. By taking a closer look at each of these reviews, we can obtain a clearer picture of how individuals' traits contribute to the leadership process.

Stogdill's first survey identified a group of important leadership traits that were related to how individuals in various groups became leaders. His results showed that the average individual in the leadership role is different from an average group member in the following ways: intelligence, alertness, insight, responsibility, initiative, persistence, self-confidence, and sociability.

The findings of Stogdill's first survey also indicated that an individual does not become a leader solely because he or she possesses certain traits. Rather, the traits that leaders possess must be relevant to situations in which the leader is functioning. As stated earlier, leaders in one situation may not necessarily be leaders in another situation. Findings showed that leadership was not a passive state but resulted from a working relationship between the leader and other group members. This research marked the beginning of a new approach to leadership research that focused on leadership behaviors and leadership situations.

Stogdill's second survey, published in 1974, analyzed 163 new studies and compared the findings of these studies to the findings he had reported in his first survey. The second survey was more balanced in its description of the role of traits and leadership. Whereas the first survey implied that leadership is determined principally by situational factors and not personality factors, the second survey argued more moderately that both personality and situational factors were determinants of leadership. In essence, the second survey validated the original trait idea that the leader's characteristics are indeed a part of leadership.

Similar to the first survey, Stogdill's second survey also identified traits that were positively associated with leadership. The list included the following 10 characteristics: drive for responsibility and task completion, vigor and persistence in pursuit of goals, venturesomeness and originality in problem solving, drive to exercise initiative in social situations, self-confidence and sense of personal identity, willingness to accept consequences of decision and action, readiness to absorb interpersonal stress, willingness to tolerate frustration and delay, ability to influence other people's behavior, and capacity to structure social interaction systems to the purpose at hand.

Mann (1959) conducted a similar study that examined more than 1,400 findings regarding personality and leadership in small groups, but he placed less emphasis on how situational factors influenced leadership. Although tentative in his conclusions, Mann suggested that personality traits could be used to distinguish leaders from nonleaders. His results identified leaders as strong in the following traits: intelligence, masculinity, adjustment, dominance, extraversion, and conservatism.

Lord et al. (1986) reassessed Mann's (1959) findings using a more sophisticated procedure called meta-analysis. Lord and coworkers found that intelligence, masculinity, and dominance were significantly related to how individuals perceived leaders. From their findings, the authors argued strongly that personality traits could be used to make discriminations consistently across situations between leaders and nonleaders.

Yet another review argues for the importance of leadership traits: Kirkpatrick and Locke (1991, p. 59) contended that "it is unequivocally clear that leaders are not like other people." From a qualitative synthesis of earlier research, Kirkpatrick and Locke postulated that leaders differ from nonleaders on six traits: drive, the desire to lead, honesty and integrity, self-confidence, cognitive ability, and knowledge of the business. According to these writers, individuals can be born with these traits, they can learn

them, or both. It is these six traits that make up the “right stuff” for leaders. Kirkpatrick and Locke contended that leadership traits make some people different from others, and this difference should be recognized as an important part of the leadership process.

Table 2.1 provides a summary of the traits and characteristics that were identified by researchers from the trait approach. It illustrates clearly the breadth of traits related to leadership. Table 2.1 also shows how difficult it is to select certain traits as definitive leadership traits; some of the traits appear in several of the survey studies, whereas others appear in only one or two studies. Regardless of the lack of precision in Table 2.1, however, it represents a general convergence of research regarding which traits are leadership traits.

Table 2.1 *Studies of Leadership Traits and Characteristics*

| Stogdill (1948) | Mann (1959) | Stogdill (1974) | Lord, DeVader, and Alliger (1986) | Kirkpatrick and Locke (1991) |
|----------------------------|------------------------|----------------------------|--|---|
| Intelligence | Intelligence | Achievement | Intelligence | Drive |
| Alertness | Masculinity | Persistence | Masculinity | Motivation |
| Insight | Adjustment | Insight | Dominance | Integrity |
| Responsibility | Dominance | Initiative | | Confidence |
| Initiative | Extroversion | Self-confidence | | Cognitive ability |
| Persistence | Conservatism | Responsibility | | Task knowledge |
| Self-confidence | | Cooperativeness | | |
| Sociability | | Tolerance | | |
| | | Influence | | |
| | | Sociability | | |

SOURCE: Adapted from “The Bases of Social Power,” by J. R. P. French, Jr. and B. Raven, 1962, in D. Cartwright (Ed.), *Group Dynamics: Research and Theory* (pp. 259–269), New York: Harper and Row.

What, then, can be said about trait research? What has a century of research on the trait approach given us that is useful? The answer is an extended list of traits that individuals might hope to possess or wish to cultivate if they want to be perceived by others as leaders. Some of the traits that are central to this list include intelligence, self-confidence, determination, integrity, and sociability (Table 2.2).

Table 2.2 *Major Leadership Traits*

- Intelligence
- Self-confidence
- Determination
- Integrity
- Sociability

Intelligence

Intelligence or intellectual ability is positively related to leadership. Based on their analysis of a series of recent studies on intelligence and various indices of leadership, Zaccaro, Kemp, and Bader (2004) found support for the finding that leaders tend to have higher intelligence than nonleaders. Having strong verbal ability, perceptual ability, and reasoning appears to make one a better leader. Although it is good to be bright, the research also indicates that a leader's intellectual ability should not differ too much from that of his or her subordinates. If the leader's IQ is very different from that of the followers, it can have a counterproductive impact on leadership. Leaders with higher abilities may have difficulty communicating with followers because they are preoccupied or because their ideas are too advanced for their followers to accept.

In the next chapter, which addresses leadership from a skills perspective, intelligence is identified as a trait that significantly contributes to a leader's acquisition of complex problem-solving skills and social-judgment skills. Intelligence is described as having a positive impact on an individual's capacity for effective leadership.

Self-Confidence

Self-confidence is another trait that helps one to be a leader. Self-confidence is the ability to be certain about one's competencies and skills. It includes a sense of self-esteem and self-assurance and the belief

that one can make a difference. Leadership involves influencing others, and self-confidence allows the leader to feel assured that his or her attempts to influence are appropriate and right.

Determination

Many leaders also exhibit determination. Determination is the desire to get the job done and includes characteristics such as initiative, persistence, dominance, and drive. People with determination are willing to assert themselves, they are proactive, and they have the capacity to persevere in the face of obstacles. Being determined includes showing dominance at times and in situations where followers need to be directed.

Integrity

Integrity is another of the important leadership traits. Integrity is the quality of honesty and trustworthiness. People who adhere to a strong set of principles and take responsibility for their actions are exhibiting integrity. Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do. They are loyal, dependable, and not deceptive. Basically, integrity makes a leader believable and worthy of our trust.

In our society, integrity has received a great deal of attention in recent years. For example, as a result of the impeachment proceedings during the Clinton presidency, people are demanding more honesty of their public officials. Similarly, as a result of the scandals in the corporate world (e.g., Enron and WorldCom), people have become skeptical of leaders who are not highly ethical. In the educational arena, new K–12 curricula are being developed throughout the country to teach character, values, and ethical leadership (see the Character Counts! program developed by the Josephson Institute of Ethics in California at <http://www.charactercounts.org>; and the Pillars of Leadership program taught at the J. W. Fanning Institute for Leadership in Georgia at <http://www.fanning.uga.edu>). In short, society is demanding greater integrity of character in its leaders.

Sociability

A final trait that is important for leaders is sociability. Sociability is a leader's inclination to seek out pleasant social relationships. Leaders who show sociability are friendly, outgoing, courteous, tactful, and diplomatic.

They are sensitive to others' needs and show concern for their well-being. Social leaders have good interpersonal skills and create cooperative relationships with their followers.

Although our discussion of leadership traits has focused on five major traits (i.e., intelligence, self-confidence, determination, integrity, and sociability), this list is not all-inclusive. Other traits indicated in Table 2.1 are associated with effective leadership. Yet the five traits we have identified contribute substantially to one's capacity to be a leader.

Until recently, most reviews of leadership traits have been qualitative. In addition, they have lacked a common organizing framework. However, the research described in the following section provides a quantitative assessment of leadership traits that is conceptually framed around the five-factor model of personality. It describes how five major personality traits are related to leadership.

Five-Factor Personality Model and Leadership

Over the last 25 years a consensus has emerged among researchers regarding the basic factors that make up what we call personality (Goldberg, 1990; McCrae & Costa, 1987). These factors, commonly called the *Big Five*, are neuroticism, extraversion (surgency), openness (intellect), agreeableness, and conscientiousness (dependability) (Table 2.3).

Table 2.3 Big Five Personality Factors

| | |
|--------------------------|--|
| Neuroticism | The tendency to be depressed, anxious, insecure vulnerable, and hostile |
| Extraversion | The tendency to be sociable and assertive and to have positive energy |
| Openness | The tendency to be informed, creative, insightful, and curious |
| Agreeableness | The tendency to be accepting, conforming, trusting, and nurturing |
| Conscientiousness | The tendency to be thorough, organized, controlled, dependable, and decisive |

To assess the links between the Big Five and leadership, Judge, Bono, Ilies, and Gerhardt (2002) conducted a major meta-analysis of 78 leadership and personality studies published between 1967 and 1998. In general, Judge et al. found a strong relationship between the Big Five traits and leadership. It appears that having certain personality traits is associated being an effective leader.

Specifically, in their study, *extraversion* was the factor most strongly associated with leadership. It is the most important trait of effective leaders. *Conscientiousness* was the second factor most related to leadership. *Neuroticism* and *Openness* were the next most related factors, with neuroticism negatively related to leadership. The last factor, *agreeableness*, was found to be only weakly associated with leadership.

Emotional Intelligence

Another way of assessing the impact of traits on leadership is through the concept of emotional intelligence, which emerged in the early 1990s. It has been widely studied by researchers, and it has also captured the attention of many practitioners (Caruso & Wolfe, 2004; Goleman, 1995, 1998; Mayer & Salovey, 1995, 1997; Mayer, Salovey, & Caruso, 2000).

As the two words suggest, emotional intelligence has to do with our emotions (affective domain) and thinking (cognitive domain) and the interplay between the two. Whereas *intelligence* is concerned with our ability to learn *information* and apply it to life tasks, *emotional intelligence* is concerned with our ability to understand *emotions* and apply this understanding to life's tasks. Specifically, *emotional intelligence* can be defined as the ability to perceive and express emotions, to use emotions to facilitate thinking, to understand and reason with emotions, and to effectively manage emotions within oneself and in relationships with others (Mayer, Salovey, & Caruso, 2000).

There are different ways to measure emotional intelligence. One new scale is the Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT) (Mayer, Caruso, & Salovey, 2000). The MSCEIT measures emotional intelligence as a set of mental abilities, including perceiving, facilitating, understanding, and managing emotion.

Goleman (1995, 1998) takes a broader approach to emotional intelligence, suggesting that it consists of a set of personal and social competencies. Personal competence consists of self-awareness, confidence, self-regulation,

conscientiousness, and motivation. Social competence consists of empathy and social skills such as communication and conflict management.

There is a debate in the field regarding how big a role emotional intelligence plays in helping people be successful in life. Some researchers, such as Goleman (1995), suggest that emotional intelligence plays a major role in whether people are successful at school, home, and work. Others, such as Mayer, Salovey, and Caruso (2000), make softer claims for the significance of emotional intelligence in meeting life's challenges.

As a leadership ability or trait, emotional intelligence appears to be an important construct. The underlying premise suggested by this framework is that people who are more sensitive to their emotions and the impact of their emotions on others will be more effective leaders. As more research is conducted on emotional intelligence, the intricacies of how emotional intelligence relates to leadership will be better understood.

HOW DOES THE TRAIT APPROACH WORK?

The trait approach is very different from the other approaches discussed in subsequent chapters because it focuses exclusively on the leader, not on the followers or the situation. This makes the trait approach theoretically more straightforward than other approaches. In essence, the trait approach is concerned with what traits leaders exhibit and who has these traits.

The trait approach does not lay out a set of hypotheses or principles about what kind of leader is needed in a certain situation or what a leader should do, given a particular set of circumstances. Rather, this approach emphasizes that having a leader with a certain set of traits is crucial to having effective leadership. It is the leader and his or her personality that are central to the leadership process.

The trait approach suggests that organizations will work better if the people in managerial positions have designated leadership profiles. To find the right people, it is common for organizations to use personality assessment instruments. The assumption behind these procedures is that selecting the right people will increase organizational effectiveness. Organizations can specify the characteristics or traits that are important to them for particular positions and then use personality assessment measures to determine whether an individual fits their needs.

The trait approach is also used for personal awareness and development. By analyzing their own traits, managers can gain an idea of their strengths and weaknesses, and they can get a feel for how others in the organization see them. A trait assessment can help managers determine whether they have the qualities to move up or to move to other positions in the company.

It gives individuals a clearer picture of who they are as leaders and how they fit into the organizational hierarchy. In areas where their traits are lacking, leaders can try to make changes in what they do or where they work to increase the potential impact of their traits.

At the end of the chapter, a leadership instrument is provided that you can use to assess your leadership traits. This instrument is typical of the kind of personality tests that companies use to assess individuals' leadership potential. As you will find out by completing this instrument, trait measures are a good way to assess your own abilities.

STRENGTHS

The trait approach has several identifiable strengths. First, the trait approach is intuitively appealing. It fits clearly with our notion that leaders are the individuals who are out front and leading the way in our society. The image in the popular press and community at large is that leaders are a special kind of people—people with gifts who can do extraordinary things. The trait approach is consistent with this perception because it is built on the premise that leaders are different, and their difference resides in the special traits they possess. People have a need to see their leaders as gifted people, and the trait approach fulfills this need.

A second strength of the trait approach is that it has a century of research to back it up. No other theory can boast of the breadth and depth of studies conducted on the trait approach. The strength and longevity of this line of research give the trait approach a measure of credibility that other approaches lack. Out of this abundance of research has emerged a body of data that points to the important role of various personality traits in the leadership process.

Another strength, more conceptual in nature, results from the way the trait approach highlights the leader component in the leadership process. Leadership is composed of leaders, followers, and situations, but the trait approach is devoted only to the first of these, leaders. Although this is also

a potential weakness, by focusing exclusively on the role of the leader in leadership the trait approach has been able to provide us with a deeper and more intricate understanding of how the leader and his or her personality are related to the leadership process.

Last, the trait approach has given us some benchmarks for what we need to look for if we want to be leaders. It identifies what traits we should have and whether the traits we do have are the best traits. Based on the findings of this approach, personality and assessment procedures can be used to offer invaluable information to supervisors and managers about their strengths and weaknesses and ways to improve their overall leadership effectiveness.

CRITICISMS

In addition to its strengths, the trait approach has several weaknesses. First and foremost is the failure of the trait approach to delimit a definitive list of leadership traits. Although an enormous number of studies have been conducted over the past 100 years, the findings from these studies have been ambiguous and uncertain at times. Furthermore, the list of traits that has emerged appears endless. This is obvious from Table 2.1, which lists a multitude of traits, and these are only a sample of the many leadership traits that were studied.

Another criticism is that the trait approach has failed to take situations into account. As Stogdill (1948) pointed out more than 50 years ago, it is difficult to isolate a set of traits that are characteristic of leaders without factoring situational effects into the equation as well. People who possess certain traits that make them leaders in one situation may not be leaders in another situation. Some people may have the traits that help them emerge as leaders but may not have the traits that allow them to maintain their leadership over time. In other words, the situation influences leadership, and it is therefore difficult to identify a universal set of leadership traits in isolation from the context in which the leadership occurs.

A third criticism, derived from the prior two criticisms, is that this approach has resulted in highly subjective determinations of the most important leadership traits. Because the findings on traits have been so extensive and broad, there has been much subjective interpretation of the meaning of the data. This subjectivity is readily apparent in the many self-help, practice-oriented management books. For example, one author might identify ambition and creativity as crucial leadership traits; another might identify power and achievement.

In both cases, it is the author's subjective experience and observations that are the basis for the identified leadership traits. These books may be helpful to readers because they identify and describe important leadership traits, but the methods used to generate these lists of traits are weak. In our culture, people want to know a set of definitive traits of leaders. To respond to this need, authors have set forth lists of traits, even if the origins of these lists are not grounded in strong, reliable research.

Research on traits can also be criticized for failing to look at traits in relationship to leadership outcomes. This research has emphasized the identification of traits, but it has not addressed how leadership traits affect group members and their work. In trying to ascertain universal leadership traits, researchers have focused on the link between specific traits and leader emergence, but they have not tried to link leader traits with other outcomes such as productivity or employee satisfaction. For example, trait research does not provide data on whether leaders who might have high intelligence and strong integrity have better results than leaders without these traits. The trait approach is weak in describing how leaders' traits affect the outcomes of groups and teams in organizational settings.

A final criticism of the trait approach is that it is not a useful approach for training and development for leadership. Even if definitive traits could be identified, teaching new traits is not an easy process because traits are not easily changed. For example, it is not reasonable to send managers to a training program to raise their IQ or to train them to become introverted or extroverted people. The point is that traits are largely fixed psychological structures, and this limits the value of teaching and leadership training.

APPLICATION

Despite its shortcomings, the trait approach provides valuable information about leadership. It can be applied by individuals at all levels and in all types of organizations. Although the trait approach does not provide a definitive set of traits, it does provide direction regarding which traits are good to have if one aspires to a leadership position. By taking personality tests and other similar questionnaires, people can gain insight into whether they have certain traits deemed important for leadership, and they can pinpoint their strengths and weaknesses.

As we discussed previously, managers can use information from the trait approach to assess where they stand in their organization and what they need

to do to strengthen their position. Trait information can suggest areas in which their personal characteristics are very beneficial to the company and areas in which they may want to get more training to enhance their overall approach. Using trait information, managers can develop a deeper understanding of who they are and how they will affect others in the organization.

CASE STUDIES

In this section, three case studies (Cases 2.1, 2.2, and 2.3) are provided to illustrate the trait approach and to help you understand how the trait approach can be used in making decisions in organizational settings. The settings of the cases are diverse—directing a research department, running an office supply business, and being head of recruitment for a large bank—but all of the cases deal with trait leadership. At the end of each case, you will find questions that will help in analyzing the cases.

CASE 2.1

Choosing a New Director of Research

Sandra Coke is vice president for research and development at Great Lakes Foods (GLF), a large snack food company that has approximately 1,000 employees. As a result of a recent reorganization, Sandra must choose the new director of research. The director will report directly to Sandra and will be responsible for developing and testing new products. The research division of GLF employs about 200 people. The choice of directors is important because Ms. Coke is receiving pressure from the president and board of GLF to improve the company's overall growth and productivity.

Sandra has identified three candidates for the position. Each candidate is at the same managerial level. She is having difficulty choosing one of them because each of them has very strong credentials. Alexa Smith is a longtime employee of GLF who started part-time in the mailroom while in high school and after finishing school worked in as many as 10 different positions throughout the company to become manager of new product marketing. Performance reviews of Alexa's work have repeatedly described her as being very creative and insightful. In her tenure at GLF, Alexa has developed and brought to market four new product lines. Alexa is also known throughout GLF as being very persistent about her work;

when she starts a project she stays with it until it is finished. It is this quality that probably accounts for the success of each of the four new products with which she has been involved.

A second candidate for the new position is Kelsey Metts, who has been with GLF for 5 years and is manager of quality control for established products. Kelsey has a reputation of being very bright. Before joining GLF, she received her M.B.A. at Harvard, graduating at the top of her class. People talk about Kelsey as the kind of person who will be president of her own company someday. Kelsey is also very personable. On all her performance reviews, she received extra-high scores on sociability and human relations. There isn't a supervisor in the company who doesn't have positive things to say about how comfortable it is to work with Kelsey Metts. Since joining GLF, Kelsey has been instrumental in bringing two new product lines to market.

Thomas Santiago, the third candidate, has been with GLF for 10 years and is often consulted by upper management regarding strategic planning and corporate direction setting. Thomas has been very involved in establishing the vision for GLF and is a company person all the way. He believes in the values of GLF, and he actively promotes its mission. The two qualities that stand out above the rest in Thomas's performance reviews are his honesty and integrity. Employees who have worked under his supervision consistently report that they feel they can trust Thomas to be fair and consistent with them. Thomas is highly respected at GLF. In his tenure at the company, Thomas has been involved in some capacity with the development of three new product lines.

The challenge confronting Sandra Coke is to choose the best person for the newly established director's position. Because of the pressures she feels from upper management, Sandra knows she must select the best leader for the new position.

Questions

Based on the information provided about the trait approach in Tables 2.1 and 2.2,

1. Which candidate should Ms. Coke select?
2. In what ways is the trait approach helpful in this type of selection?
3. In what ways are the weaknesses of the trait approach highlighted in this case?



CASE 2.2

A Remarkable Turnaround

Carol Baines was married for 20 years to the owner of the Baines Company until he died in a tragic car accident. After his death, Carol decided not to sell the business but to try to run it herself. Before the accident, her only involvement in the business was in informal discussions with her husband over dinner, although she has a college degree in business, with a major in management.

Baines Co. was one of three office supply stores in a city with a population of 200,000 people. The other two stores were owned by national chains. Baines Co. was not a large company; it employed only five people. Baines Co. had stable sales of about \$200,000 a year, serving mostly the smaller companies in the city. The firm had not grown in a number of years and was beginning to feel the pressure of the advertising and lower prices of the national chains.

For the first 6 months, Carol spent her time familiarizing herself with the employees and the operations of the company. Next, she did a citywide analysis of companies that had reason to purchase office supplies. Based on her understanding of Baines Co.'s capabilities and her assessment of the potential market for their products and services, Carol developed a specific set of short-term and long-range goals for the company. Behind all of her planning, Carol had a vision that Baines could be a viable, healthy, and competitive company. She wanted to carry on the business that her husband had started, but more than that, she wanted it to grow.

Over the first 5 years, Carol invested significant amounts of money in advertising, sales, and services. These efforts were well spent because the company began to show rapid growth immediately. Because of the growth, the company hired another 20 people.

The expansion at Baines was particularly remarkable because of another major hardship Carol had to confront. Carol was diagnosed with breast cancer a year after her husband died. The treatment for her cancer included 2 months of radiation therapy and 6 months of strong chemotherapy. Although the side effects included hair loss and fatigue, Carol continued to manage the company throughout the ordeal. Despite her difficulties, Carol was successful. Under the strength of her leadership, the growth at Baines continued for 10 consecutive years.

Interviews with new and old employees at Baines revealed much about Carol's leadership. Employees said that Carol was a very solid person.

She cared deeply about others and was fair and considerate. They said she created a family-like atmosphere at Baines. Few employees had quit Baines since Carol took over. Carol was devoted to all the employees, and she supported their interests. For example, the company sponsors a softball team in the summer and a basketball team in the winter. Others described Carol as a strong person. Even though she had cancer, she continued to be positive and interested in them. She did not get depressed with the cancer and its side effects, even though it was difficult. Employees said she was a model of strength, goodness, and quality.

At age 55, Carol turned the business over to her two sons. She continues to act as the president but does not supervise the day-to-day operations. The company is doing more than \$3.1 million in sales, and it outpaces the other two chain stores in the city.

Questions

1. How would you describe Carol Baines's leadership traits?
2. How big a part did Carol's traits play in the expansion of the company?
3. Would Carol be a leader in other business contexts?



CASE 2.3

Recruiting for the Bank

Pat Nelson is the assistant director of human resources in charge of recruitment for Central Bank, a large, full-service banking institution. One of Pat's major responsibilities each spring is to visit as many college campuses as he can to interview graduating seniors for credit analyst positions in the commercial lending area at Central Bank. Although the number varies, he usually ends up hiring about 20 new people, most of whom come from the same schools year after year.

Pat has been doing recruitment for the bank for more than 10 years, and he enjoys it very much. However, for the upcoming spring he is feeling

increased pressure from management to be particularly discriminating about whom he recommends hiring. Management is concerned about the retention rate at the bank because in recent years as many as 25% of the new hires have left. Departures after the first year have meant lost training dollars and strain on the staff who remain. Although management understands that some new hires always leave, the executives are not comfortable with the present rate, and they have begun to question the recruitment and hiring procedures.

The bank wants to hire people who can be groomed for higher-level leadership positions. Although certain competencies are required of entry-level credit analysts, the bank is equally interested in skills that will allow individuals to advance to upper management positions as their careers progress.

In the recruitment process, Pat Nelson always looks for several characteristics. First, applicants need to have strong interpersonal skills, they need to be confident, and they need to show poise and initiative. Next, because banking involves fiduciary responsibilities, applicants need to have proper ethics, including a strong sense of the importance of confidentiality. In addition, to do the work in the bank, they need to have strong analytical and technical skills and experience in working with computers. Last, applicants need to exhibit a good work ethic, and they need to show commitment and a willingness to do their job even in difficult circumstances.

Pat is fairly certain that he has been selecting the right people to be leaders at Central Bank, yet upper management is telling him to reassess his hiring criteria. Although he feels he that has been doing the right thing, he is starting to question himself and his recruitment practices.

Questions

Based on ideas described in the trait approach,

1. Do you think Pat Nelson is looking for the right characteristics in the people he hires?
2. Could it be that the retention problem raised by upper management is unrelated to Pat's recruitment criteria?
3. If you were Pat, would you change your approach to recruiting?



LEADERSHIP INSTRUMENT

Organizations use a wide variety of questionnaires to measure individuals' personality characteristics. In many organizations, it is common practice to use standard personality measures such as the Minnesota Multiphasic Personality Inventory or the Myers–Briggs Type Indicator®. These measures provide valuable information to the individual and the organization about the individual's unique attributes for leadership and where the individual could best serve the organization.

In this section, the Leadership Trait Questionnaire (LTQ) is provided as an example of a measure that can be used to assess your personal leadership characteristics. The LTQ quantifies the perceptions of the individual leader and selected observers, such as subordinates or peers. It measures an individual's traits and points the individual to the areas in which he or she may have special strengths or weaknesses.

By taking the LTQ, you can gain an understanding of how trait measures are used for leadership assessment. You can also assess your own leadership traits.

LEADERSHIP TRAIT QUESTIONNAIRE (LTQ)

Instructions: The purpose of this questionnaire is to measure personal characteristics of leadership. The questionnaire should be completed by the leader and five people who are familiar with the leader.

For each adjective listed below, indicate the degree to which you think the adjective describes the leader. Please select one of the following responses to indicate the strength of your opinion.

Key: 5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree

- | | | | | | |
|--|---|---|---|---|---|
| 1. Articulate: Communicates effectively with others | 1 | 2 | 3 | 4 | 5 |
| 2. Perceptive: Discerning and insightful | 1 | 2 | 3 | 4 | 5 |
| 3. Self-confident: Believes in oneself and one's ability | 1 | 2 | 3 | 4 | 5 |
| 4. Self-assured: Secure with self, free of doubts | 1 | 2 | 3 | 4 | 5 |
| 5. Persistent: Stays fixed on the goals despite interference | 1 | 2 | 3 | 4 | 5 |
| 6. Determined: Takes a firm stand, acts with certainty | 1 | 2 | 3 | 4 | 5 |
| 7. Trustworthy: Acts believably, inspires confidence | 1 | 2 | 3 | 4 | 5 |
| 8. Dependable: Is consistent and reliable | 1 | 2 | 3 | 4 | 5 |
| 9. Friendly: Shows kindness and warmth | 1 | 2 | 3 | 4 | 5 |
| 10. Outgoing: Talks freely, gets along well with others | 1 | 2 | 3 | 4 | 5 |

Scoring Interpretation

The scores you received on the LTQ provide information about how you see yourself and how others see you as a leader. The chart allows you to see where your perceptions are the same as those of others and where they differ.

The example below provides hypothetical ratings for the first three characteristics, which help explain how the questionnaire can be used. For example, on the characteristic Articulate, the leader rated himself or herself significantly higher than the observers did. On the second characteristic, Perceptive, the leader rated himself or herself substantially lower than others. On the Self-confident characteristic, the leader was quite close to others' ratings of his or her leadership.

EXAMPLE RATINGS

| | R1 | R2 | R3 | R4 | R5 | AVE | SELF | DIF |
|-------------------|----|----|----|----|----|-----|------|------|
| 1. Articulate | 4 | 3 | 5 | 2 | 5 | 3.8 | 5 | -1.2 |
| 2. Perceptive | 3 | 5 | 5 | 5 | 4 | 4.4 | 3 | +1.4 |
| 3. Self-confident | 4 | 4 | 5 | 4 | 4 | 4.2 | 4 | +0.2 |
| 4. Self-assured | | | | | | | | |
| 5. Persistent | | | | | | | | |
| 6. Determined | | | | | | | | |
| 7. Trustworthy | | | | | | | | |
| 8. Dependable | | | | | | | | |
| 9. Friendly | | | | | | | | |
| 10. Outgoing | | | | | | | | |
| Total | | | | | | | | |

There are no best ratings on this questionnaire. The purpose of the instrument is to give you a way to assess your strengths and weaknesses and to evaluate areas where your perceptions are congruent with those of others and where there are discrepancies.



SUMMARY

The trait approach has its roots in leadership theory that suggested that certain people were born with special traits that made them great leaders. Because it was believed that leaders and nonleaders could be differentiated by a universal set of traits, throughout the 20th century researchers were challenged to identify the definitive traits of leaders.

Around the mid-20th century, several major studies questioned the basic premise that a unique set of traits defined leadership. As a result, attention shifted to incorporating the impact of situations and of followers

on leadership. Researchers began to study the interactions between leaders and their context instead of focusing only on leaders' traits. More recently, there are signs that trait research has come full circle, with a renewed interest in focusing directly on the critical traits of leaders.

From the multitude of studies conducted through the years on personal characteristics, it is clear that many traits contribute to leadership. Some of the important traits that are consistently identified in many of these studies are intelligence, self-confidence, determination, integrity, and sociability. In addition, researchers have found a strong relationship between leadership and the traits described by the *five-factor personality model*. *Extraversion* was the trait most strongly associated with leadership, followed by *conscientiousness*, *openness*, *low neuroticism*, and *agreeableness*. Another recent line of research has focused on *emotional intelligence* and its relationship to leadership. This research suggests that leaders who are sensitive to their emotions and to the impact of their emotions on others may be more effective leaders.

On a practical level, the trait approach is concerned with which traits leaders exhibit and who has these traits. Organizations use personality assessment instruments to identify how individuals will fit within their organizations. The trait approach is also used for personal awareness and development because it allows managers to analyze their strengths and weaknesses and to gain a clearer understanding of how they should try to change to enhance their leadership.

There are several advantages to viewing leadership from the trait approach. First, it is intuitively appealing because it fits clearly into the popular idea that leaders are special people who are out front, leading the way in society. Second, a great deal of research validates the basis of this perspective. Third, by focusing exclusively on the leader, the trait approach provides an in-depth understanding of the leader component in the leadership process. Last, it has provided some benchmarks against which individuals can evaluate their own personal leadership attributes.

On the negative side, the trait approach has failed to provide a definitive list of leadership traits. In analyzing the traits of leaders, the approach has failed to take into account the impact of situations. In addition, the approach has resulted in subjective lists of the most important leadership traits, which are not necessarily grounded in strong, reliable research.

Furthermore, the trait approach has not adequately linked the traits of leaders with other outcomes such as group and team performance. Last, this approach is not particularly useful for training and development for

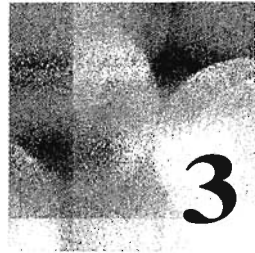
leadership because individuals' personal attributes are largely stable and fixed, and therefore their traits are not amenable to change.

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Skills Approach



DESCRIPTION

Like the trait approach, which we discussed in Chapter 2, the skills approach takes a leader-centered perspective on leadership. However, in the skills approach we shift our thinking from a focus on personality characteristics, which usually are viewed as innate and largely fixed, to an emphasis on skills and abilities that can be learned and developed. Although personality certainly plays an integral role in leadership, the skills approach suggests that knowledge and abilities are needed for effective leadership.

Researchers have studied leadership skills directly or indirectly for a number of years (see Bass, 1990, pp. 97–109). However, the impetus for research on skills was a classic article published by Robert Katz in the *Harvard Business Review* in 1955, titled “Skills of an Effective Administrator.” Katz’s article appeared at a time when researchers were trying to identify a definitive set of leadership traits. Katz’s approach was an attempt to transcend the trait problem by addressing leadership as a set of developable *skills*. More recently, a renewed interest in the skills approach has emerged. Beginning in the early 1990s, a multitude of studies have been published that contend that a leader’s effectiveness depends on the leader’s ability to solve complex organizational problems. This research has resulted in a comprehensive skill-based model of leadership that was advanced by Mumford and his colleagues (Mumford, Zaccaro, Harding, Jacobs, & Fleishman, 2000; Yammarino, 2000).

In this chapter, our discussion of the skills approach is divided into two parts. First, we discuss the general ideas set forth by Katz regarding three basic administrative skills: technical, human, and conceptual. Second, we discuss the recent work of Mumford and colleagues that has resulted in a new skills-based model of organizational leadership.

THREE-SKILL APPROACH

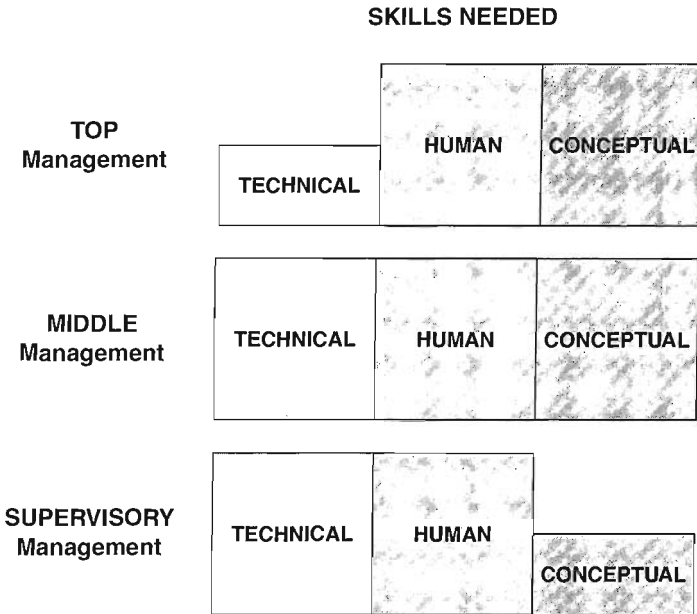
Based on field research in administration and his own firsthand observations of executives in the workplace, Katz (1955, p. 34) suggested that effective administration (i.e., leadership) depends on three basic personal skills: technical, human, and conceptual. Katz argued that these skills are quite different from traits or qualities of leaders. *Skills* are what leaders *can accomplish*, whereas traits are who leaders *are* (i.e., their innate characteristics). Leadership skills are defined in this chapter as the ability to use one's knowledge and competencies to accomplish a set of goals or objectives. This chapter shows that these leadership skills can be acquired and leaders can be trained to develop them.

Technical Skill

Technical skill is knowledge about and proficiency in a specific type of work or activity. It includes competencies in a specialized area, analytical ability, and the ability to use appropriate tools and techniques (Katz, 1955). For example, in a computer software company, technical skill might include knowing software language and programming, the company's software products, and how to make these products function for clients. Similarly, in an accounting firm, technical skill might include understanding and having the ability to apply generally accepted accounting principles to a client's audit. In both of these examples, technical skills involve a hands-on activity with a basic product or process within an organization. Technical skills play an essential role in producing the actual products a company is designed to produce.

As illustrated in Figure 3.1, technical skill is most important at lower and middle levels of management and less important in upper management. For leaders at the highest level, such as chief executive officers (CEOs), presidents, and senior officers, technical competencies are not as essential. Individuals at the top level depend on skilled subordinates to handle technical issues of the physical operation.

Figure 3.1 Management Skills Necessary at Various Levels of an Organization



SOURCE: Adapted from “Skills of an Effective Administrator,” by R. L. Katz, 1955, *Harvard Business Review*, 33(1), pp. 33–42.

Human Skill

Human skill is knowledge about and ability to work with *people*. It is quite different from technical skill, which has to do with working with *things* (Katz, 1955). Human skills are “people skills.” They are the abilities that help a leader to work effectively with subordinates, peers, and superiors to accomplish the organization’s goals. Human skills allow a leader to assist group members in working cooperatively as a group to achieve common goals. For Katz, it means being aware of one’s own perspective on issues and, at the same time, being aware of the perspective of others. Leaders with human skills adapt their own ideas to those of others. Furthermore, they create an atmosphere of trust where employees can feel comfortable and secure and where they can feel encouraged to become involved in the planning of things that will affect them. Being a leader with human skills means being sensitive

to the needs and motivations of others and taking into account others' needs in one's decision making. In short, human skill is the capacity to get along with others as you go about your work.

In Figure 3.1, human skills are important in all three levels of management. Although managers at lower levels may communicate with a far greater number of employees, human skills are equally important at middle and upper levels.

Conceptual Skill

Broadly speaking, conceptual skills are abilities to work with ideas and concepts. Whereas technical skills deal with *things* and human skills deal with *people*, conceptual skills involve the ability to work with *ideas*. A leader with conceptual skills is comfortable talking about the ideas that shape an organization and the intricacies involved. He or she is good at putting the company's goals into words and can understand and express the economic principles that affect the company. A leader with conceptual skills works easily with abstractions and hypothetical notions.

Conceptual skills are central to creating a vision and strategic plan for an organization. For example, it would take conceptual skills for a CEO in a struggling manufacturing company to articulate a vision for a line of new products that would steer the company into profitability. Similarly, it would take conceptual skill for the director of a nonprofit health organization to create a strategic plan that could compete successfully with for-profit health organizations in a market with scarce resources. The point of these examples is that conceptual skill has to do with the mental work of shaping the meaning of organizational or policy issues—understanding what a company stands for and where it is or should be going.

In Figure 3.1, conceptual skill is most important at the top management levels. In fact, when upper-level managers do not have strong conceptual skills, they can jeopardize the whole organization. Conceptual skills are also important in middle management, but as you move down to lower management levels, conceptual skills become less important.

Summary of the Three-Skill Approach

To summarize, the three-skill approach includes technical, human, and conceptual skills. It is important for leaders to have all three skills, but

depending on where they are in the management structure, some skills are more important than others.

Katz's work in the mid-1950s set the stage for conceptualizing leadership in terms of skills, but it was not until the mid-1990s that an empirically based skills approach received recognition in leadership research. In the next section, the comprehensive skill-based model of leadership is presented.

SKILLS MODEL

Beginning in the early 1990s, a group of researchers, with funding from the U.S. Army and Department of Defense, set out to test and develop a comprehensive theory of leadership based on problem-solving skills in organizations. The studies were conducted over a number of years using a sample of more than 1,800 Army officers, representing six grade levels, from second lieutenant to colonel. The project used a variety of new measures and tools to assess the skills of these officers, their experiences, and the situations in which they worked.

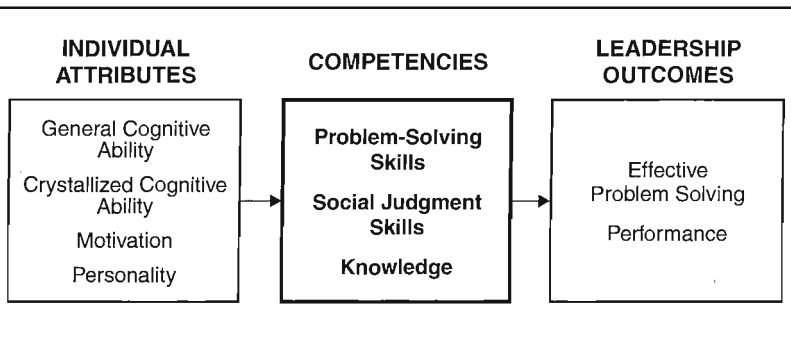
The researchers' main goal was to explain the underlying elements of effective performance. They addressed questions such as these: What accounts for why some leaders are good problem solvers and others are not? What specific skills do high-performing leaders exhibit? How do leaders' individual characteristics, career experiences, and environmental influences affect their job performance? As a whole, researchers wanted to identify the leadership factors that create exemplary job performance in an actual organization.

Based on the extensive findings from the project, Mumford and colleagues formulated a skill-based model of leadership (Mumford, Zaccaro, Harding, et al., 2000). The model is characterized as a *capability* model because it examines the relationship between a leader's knowledge and skills (i.e., capabilities) and the leader's performance (p. 12). Leadership capabilities can be developed over time through education and experience. Unlike the "great person" approach (discussed in Chapter 2), which implies that leadership is reserved only for the gifted few, the skills approach suggests that many people have the potential for leadership. If people are capable of learning from their experiences, they can acquire leadership. The skills approach can also be distinguished from the leadership approaches we will discuss in subsequent chapters, which focus on behavioral patterns of leaders (e.g., the style approach, transformational leadership, or leader-member exchange theory). Rather than emphasizing *what leaders*

do, the skills approach frames leadership as *the capabilities (knowledge and skills) that make effective leadership possible* (Mumford, Zaccaro, Harding, et al., 2000, p. 12).

Mumford's group's skill-based model has five components: competencies, individual attributes, leadership outcomes, career experiences, and environmental influences. A portion of the model, illustrating three of these components, appears in Figure 3.2. This portion of the model is essential to understanding the overall skill-based leadership model.

Figure 3.2 Three Components of the Skills Model



SOURCE: Adapted from "Leadership Skills for a Changing World: Solving Complex Social Problems," by M. D. Mumford, S. J. Zaccaro, F. D. Harding, T. O. Jacobs, and E. A. Fleishman, 2000, *Leadership Quarterly*, 11(1), 23.

Competencies

As can be observed in the middle box in Figure 3.2, problem-solving skills, social judgment skills, and knowledge are at the heart of the skills model. These three competencies are the key factors that account for effective performance.

Problem-Solving Skills

What are problem-solving skills? According to Mumford, Zaccaro, Harding, et al. (2000), problem-solving skills are a leader's creative ability to solve new and unusual, ill-defined organizational problems. The skills include being able to define significant problems, gather problem

information, formulate new understandings about the problem, and generate prototype plans for problem solutions. These skills do not function in a vacuum but are carried out in an organizational context. Problem-solving skills demand that leaders understand their own leadership capacities as they apply possible solutions to the unique problems in their organization (Mumford, Zaccaro, Connelly, & Marks, 2000).

Being able to construct solutions plays a special role in problem solving. In considering solutions to organizational problems, skilled leaders need to attend to the time frame for constructing and implementing a solution, short-term and long-term goals, career goals and organizational goals, and external issues, all of which could influence the solution (Mumford, Zaccaro, Harding, et al., 2000, p. 15).

To clarify what is meant by problem-solving skills, consider the following hypothetical situation. Imagine that you are the director of human resources for a medium-sized company and you have been informed by the president that you have to develop a plan to reduce the company's health care costs. In deciding what you will do, you could demonstrate problem-solving skills in the following ways. First, you identify the full ramifications for employees of changing their health insurance coverage. What is the impact going to be? Second, you need to gather information about how benefits can be scaled back. What other companies have attempted a similar change, and what were their results? Third, you need to find a way to teach and inform the employees about the needed change. How can you frame the change in such a way that it is clearly understood? Fourth, you need to create possible scenarios for how the changes will be instituted. How will the plan be described? Fifth, you will need to look closely at the solution itself. How will implementing this change affect the company's mission and your own career? Last, are there issues in the organization (e.g., union rules) that may affect the implementation of these changes?

As illustrated by this example, the process of dealing with novel, ill-defined organizational problems is complex and demanding for leaders. In many ways, it is like a puzzle to be solved. For leaders to solve such puzzles, the skill-based model suggests that problem-solving skills are essential.

Social Judgment Skills

In addition to problem-solving skills, effective leadership performance also requires social judgment skills (see Figure 3.2). In general, social judgment skills are the capacity to understand people and social systems

(Zaccaro, Mumford, Connelly, Marks, & Gilbert, 2000, p. 46). They enable leaders to *work with others* to solve problems and to marshal support to implement change within an organization. Social judgment skills are the people skills that are necessary to solve unique organizational problems.

Conceptually, social judgment skills are similar to Katz's (1955) early work on the role of human skills in management. In contrast to Katz's work, Mumford and colleagues have delineated social judgment skills into the following: perspective taking, social perceptiveness, behavioral flexibility, and social performance.

Perspective taking means understanding the attitudes that *others* have toward a particular problem or solution. It is empathy applied to problem solving. Perspective taking means being sensitive to other people's perspectives and goals—being able to understand their point of view on different issues. Included in perspective taking is knowing how other constituencies in an organization view a problem and its possible solutions. According to Zaccaro, Gilbert, Thor, and Mumford (1991), perspective-taking skills can be likened to *social intelligence*. They are concerned with knowledge about people, the social fabric of organizations, and the interrelatedness of each of them.

Social perceptiveness is insight and awareness into how others in the organization function. What is important to others? What motivates them? What problems do they face, and how do they react to change? Social perceptiveness means understanding the unique needs, goals, and demands of different organizational constituencies (Zaccaro et al., 1991). A leader with social perceptiveness has a keen sense of how employees will respond to any proposed change in the organization. In a sense, you could say it allows the leader to take the pulse of employees on any issue at any time.

In addition to understanding others accurately, social judgment skills also involve reacting to others with flexibility. *Behavioral flexibility* is the capacity to change and adapt one's behavior in light of an understanding of others' perspectives in the organization. Being flexible means one is not locked into a singular approach to a problem. One is not dogmatic but rather maintains an openness and willingness to change. As the circumstances of a situation change, a flexible leader changes to meet the new demands.

Social performance includes a wide range of leadership competencies. Based on an understanding of employees' perspectives, leaders need to be

able to communicate their own vision to others. Skill in persuasion and communicating change is essential to do this. When there is resistance to change or interpersonal conflict about change, leaders need to function as mediators. To this end, skill in conflict resolution is an important aspect of social performance competency. In addition, social performance sometimes requires that leaders coach subordinates, giving them direction and support as they move toward selected organizational goals. In all, social performance includes many related skills that may come under the umbrella of communication.

To review, social judgment skills are about being sensitive to how your ideas fit in with others. Can you understand others and their unique needs and motivations? Are you flexible, and can you adapt your own ideas to others? Can you work with others even when there are resistance and conflict? Social judgment skills are the people skills needed to advance change in an organization.

Knowledge

As shown in the model (see Figure 3.2), the third aspect of competencies is knowledge. Knowledge is inextricably related to the application and implementation of problem-solving skills in organizations. It directly influences a leader's capacity to define complex organizational problems and to attempt to solve them (Mumford, Zaccaro, Harding, et al., 2000). *Knowledge* is the accumulation of information and the mental structures used to organize that information. Such a mental structure is called a *schema* (a summary, a diagrammatic representation, or an outline). Knowledge results from having developed an assortment of complex schemata for learning and organizing data.

For example, all of us take various kinds of facts and information into our minds. As we organize that information into categories or schemata, the information becomes more meaningful. Knowledge emerges from the facts *and* the organizational structures we apply to them. People with a lot of knowledge have more complex organizing structures than those with less knowledge. These knowledgeable people are called experts.

Consider the following baseball example. A baseball expert knows a lot of facts about the game; he or she knows the rules, strategies, equipment, players, and much, much more. The expert's knowledge about baseball

includes the facts, but it also includes the complex mental structures used in organizing and structuring those facts. That person knows not only the season and lifetime statistics for each player but also his quirks, his injuries, the personality of the manager, the strengths and weaknesses of available substitutes, and so on. The expert knows baseball because she or he comprehends the complexities and nuances of the game. The same is true for leadership in organizations. Leaders with knowledge know much about the products, the tasks, people, organization, and all the different ways these elements are related to each other. A knowledgeable leader has many mental structures with which to organize the facts of organizational life.

Knowledge has a positive impact on how leaders engage in problem solving. It is knowledge and expertise that make it possible for people to think about complex system issues and identify possible strategies for appropriate change. Furthermore, this capacity allows people to use prior cases and incidents in order to plan for needed change. It is knowledge that allows people to use the past to constructively confront the future.

To summarize, the skills model consists of three competencies: problem-solving skills, social judgment skills, and knowledge. Collectively, these three components are positively related to effective leadership performance (see Figure 3.2).

Individual Attributes

Returning to Figure 3.2, the box on the left identifies four individual attributes that have an impact on leadership skills and knowledge: general cognitive ability, crystallized cognitive ability, motivation, and personality.

These attributes play an important role in the skills model. Complex problem solving is a very difficult process and becomes more difficult as people move up in the organization. The following attributes support people as they apply their leadership competencies.

General Cognitive Ability

General cognitive ability can be thought of as a person's intelligence. It includes perceptual processing, information processing, general reasoning skills, creative and divergent thinking capacities, and memory skills. General cognitive ability is linked to biology, not to experience.

Sometimes described as fluid intelligence, it is a type of intelligence that usually grows and expands up through early adulthood and then begins to decline with age. In the skills model, intelligence is described as having a positive impact on the leader's acquisition of complex problem-solving skills and the leader's knowledge.

Crystallized Cognitive Ability

Crystallized cognitive ability is intellectual ability that is learned or acquired over time. It is the store of knowledge we get through experience. We learn more and increase our capacities over a lifetime, increasing our leadership potential (e.g., problem-solving skills, conceptual ability, and social judgment skills). In normally functioning adults, this type of cognitive ability grows continuously and typically does not fall off in adulthood. It includes being able to comprehend complex information and learn new skills and information, as well as being able to communicate to others in oral and written forms (Connelly et al., 2000, p. 71). Stated another way, crystallized cognitive ability is acquired intelligence: the ideas and mental abilities people learn through experience. Because it stays fairly stable over time, this type of intelligence is not diminished as people get older.

Motivation

Motivation is listed as the third attribute in the model. Although the model does not purport to explain the many ways in which motivation may affect leadership, it does suggest three aspects of motivation that are essential to developing leadership skills (Mumford, Zaccaro, Harding, et al., 2000, p. 22). First, leaders must be willing and motivated to tackle complex organizational problems. It is the critical first step. For leadership to occur, a person wants to lead. Second, leaders must be willing to express dominance—to exert their influence, as we discussed in Chapter 2. In influencing others, the leader must take on the responsibility of dominance because the influence component of leadership is inextricably bound to dominance. Third, leaders must be committed to the social good of the organization. *The social good* is a broad term that can refer to a host of outcomes. However, in the skills model it refers to the leader's willingness to take on the responsibility of trying to advance the overall human good and value of the organization. Taken together, these three aspects of motivation (willingness, dominance, and social good) prepare people to become leaders.

Personality

Personality is the fourth individual attribute in the skills model. Placed where it is in the model, this attribute reminds us that our personality has an impact on the development of our leadership skills. For example, openness, tolerance for ambiguity, and curiosity may affect a leader's motivation to try to solve some organizational problem. Or, in conflict situations, traits such as confidence and adaptability may be beneficial to a leader's performance. The skills model hypothesizes that any personality characteristic that helps people to cope with complex organizational situations probably is related to leader performance (Mumford, Zaccaro, Harding, et al., 2000).

Leadership Outcomes

In the box on the right in Figure 3.2, effective problem solving and performance are the outcomes of leadership. These outcomes are strongly influenced by the leader's competencies (i.e., problem-solving skills, social judgment skills, and knowledge). When leaders exhibit these competencies, they increase their chances of problem solving and overall performance.

Effective Problem Solving

As we discussed earlier, the skills model is a *capability model*, designed to explain why some leaders are good problem solvers and others are not. Problem solving is the keystone in the skills approach. In the model (see Figure 3.2), problem-solving skills, as competencies, lead to effective problem solving as a leadership outcome. The criteria for good problem solving are determined by the originality and the quality of expressed solutions to problems. Good problem solving involves creating solutions that are logical, effective, and unique and that go beyond given information (Zaccaro et al., 2000).

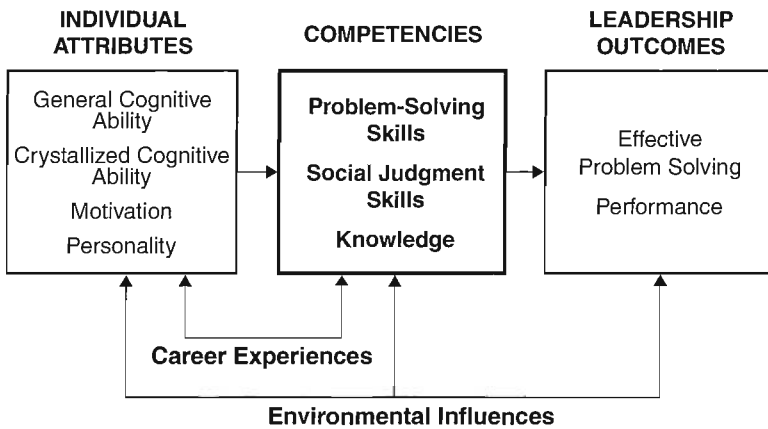
Performance

In the model, performance outcomes reflect how well the leader has done her or his job. To measure performance, standard external criteria are used. If the leader has done well and been successful, the leader's evaluations will be positive. Leaders who are effective receive good annual performance reviews, get merit raises, and are recognized by superiors and

subordinates as competent leaders. In the end, performance is the degree to which a leader has successfully performed the duties to which he or she has been assigned.

Taken together, effective problem solving and performance are the two ways to assess leadership effectiveness using the skills model. Furthermore, good problem solving and good performance go hand in hand. A full depiction of the comprehensive skills model appears in Figure 3.3. It contains two other components, not depicted in Figure 3.2, that contribute to overall leadership performance: career experiences and environmental influences.

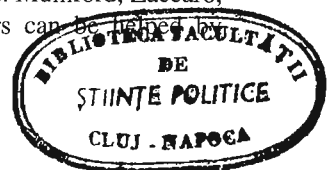
Figure 3.3 Skills Model of Leadership



SOURCE: Adapted from "Leadership Skills for a Changing World: Solving Complex Social Problems," by M. D. Mumford, S. J. Zaccaro, F. D. Harding, T. O. Jacobs, and E. A. Fleishman, 2000, *Leadership Quarterly*, 11(1), 23.

Career Experiences

As you can see in Figure 3.3, career experiences have an impact on the characteristics and competencies of leaders. The skills model suggests that the experiences acquired in the course of leaders' careers influence their knowledge and skills to solve complex problems. Mumford, Zaccaro, Harding, et al. (2000, p. 24) point out that leaders can be helped by



challenging job assignments, mentoring, appropriate training, and hands-on experience in solving new and unusual problems. In addition, the authors think that career experiences can positively affect the individual characteristics of leaders. For example, certain on-the-job assignments could enhance a leader's motivation or intellectual ability.

In the first section of this chapter, we discussed Katz's (1955) work, which notes that conceptual skills are essential for upper-level administrators. This is consistent with Mumford, Zaccaro, Harding, et al.'s (2000) skills model, which contends that leaders develop competencies over time. Career experience helps leaders to improve their skills and knowledge over time. Leaders learn and develop higher levels of conceptual capacity if the kinds of problems they confront are progressively more complex and long term as they ascend the organizational hierarchy (Mumford, Zaccaro, Connelly, & Marks, 2000). Similarly, upper-level leaders, as opposed to first-line supervisors, develop new competencies because they are required to address problems that are more novel and more poorly defined and that demand more human interaction. As these people move through their careers, higher levels of problem-solving and social judgment skills become increasingly important (Mumford & Connelly, 1991).

So the skills and knowledge of leaders are shaped by their career experiences as they address increasingly complex problems in the organization. This notion of developing leadership skills is unique and quite different from other leadership perspectives. If we say, "Leaders are shaped by their experiences," then it means leaders are not born to be leaders (Mumford, Zaccaro, Harding, et al., 2000). Leaders can develop their abilities through experience, according to the skills model.

Environmental Influences

The final component of the skills model is environmental influences, which is illustrated at the bottom of Figure 3.3. Environmental influences represent factors that lie outside the leader's competencies, characteristics, and experiences. For example, an aging factory or one lacking in high-speed technology could have a major impact on the nature of problem-solving activities. Another example might be the skill levels of subordinates. If a leader's subordinates are highly competent, they will definitely improve the group's problem solving and performance. Similarly, if a task is particularly complex or a group's communication is poor, the leader's performance will be affected.

The skills model does not provide an inventory of specific environmental influences. Instead, it acknowledges the existence of these factors and recognizes that they are indeed influences that can affect a leader's performance. In other words, environmental influences are a part of the skills model but not usually under the control of the leader.

Summary of the Skills Model

In summary, the skills model frames leadership by describing five components of leader performance. At the heart of the model are three competencies: *problem-solving skills*, *social judgment skills*, and *knowledge*. These three competencies are the central determinants of effective problem solving and performance, although individual attributes, career experiences, and environmental influences all have an impact on leader competencies. Through job experience and training, leaders can become better problem solvers and more effective leaders.

HOW DOES THE SKILLS APPROACH WORK?

The skills approach is primarily descriptive: It *describes* leadership from a skills perspective. Rather than providing prescriptions for success in leadership, the skills approach provides a structure for understanding the nature of effective leadership. In the previous section, we discussed the skills perspective based on the work of Katz (1955) and Mumford, Zaccaro, Harding, et al. (2000). What does each of these bodies of work suggest about the structure and functions of leadership?

The three-skill approach of Katz suggests that the importance of certain leadership skills varies depending on where leaders are in a management hierarchy. For leaders operating at lower levels of management, technical and human skills are most important. When leaders move into middle management, it becomes important that they have all three skills: technical, human, and conceptual. At the upper management levels, it is paramount for leaders to exhibit conceptual and human skills. Although the various skill requirements change across management levels, the one skill that is needed at each level is effective human or interpersonal skills.

Mumford and colleagues provide a similar but far more complex picture of how skills relate to the manifestation of effective leadership. Their skills

model contends that leadership outcomes are the direct result of a leader's competencies in problem-solving skills, social judgment skills, and knowledge. Each of these competencies includes a large repertoire of abilities, and each can be learned and developed. In addition, the model illustrates how individual attributes such as general cognitive ability, crystallized cognitive ability, motivation, and personality influence the leader's competencies. And finally, the model describes how career experiences and environmental influences play a direct or indirect role in leadership performance.

The skills approach works by providing a *map* for how to reach effective leadership in an organization: Leaders need to have problem-solving skills, social judgment skills, and knowledge. Workers can improve their capabilities in these areas through training and experience. Although each leader's personal attributes affect his or her skills, it is the leader's *skills* themselves that are most important in addressing organizational problems.

STRENGTHS

The skills approach contributes positively to our understanding about leadership in several ways. First, it is a leader-centered model that stresses the importance of developing particular leadership skills. It is the first approach to conceptualize and create a structure of the process of leadership around *skills*. Whereas the early research on skills highlighted the importance of skills and the value of skills across different management levels, the later work placed learned skills at the center of effective leadership performance at *all* management levels.

Second, the skills approach is intuitively appealing. To describe leadership in terms of skills makes leadership available to everyone. Unlike personality traits, skills are competencies that people can learn or develop. It is like playing a sport such as tennis or golf. Even without natural ability in these sports, people can improve their games with practice and instruction. The same is true with leadership. When leadership is framed as a set of skills, it becomes a process that people can study and practice to become better at performing their jobs.

Third, the skills approach provides an expansive view of leadership that incorporates a wide variety of components, including problem-solving skills, social judgment skills, knowledge, individual attributes, career experiences, and environmental influences. Each of these components can further be subdivided into several subcomponents. The result is a

picture of leadership that encompasses a multitude of factors. Because it includes so many variables, the skills approach can capture many of the intricacies and complexities of leadership not found in other models.

Last, the skills approach provides a structure that is very consistent with the curricula of most leadership education programs. Leadership education programs throughout the country have traditionally taught classes in creative problem solving, conflict resolution, listening, and teamwork, to name a few. The content of these classes closely mirrors many of the components in the skills model. Clearly, the skills approach provides a structure that helps to frame the curricula of leadership education and development programs.

CRITICISMS

Like all other approaches to leadership, the skills approach also has certain weaknesses. First, the breadth of the skills approach seems to extend beyond the boundaries of leadership. For example, by including motivation, critical thinking, personality, and conflict resolution, the skills approach addresses more than just leadership. Another example of the model's breadth is its inclusion of two types of intelligence (i.e., general cognitive ability and crystallized cognitive ability). Although both areas are studied widely in the field of cognitive psychology, they are seldom addressed in leadership research. By including so many components, the skills model of Mumford and others becomes more general and less precise in explaining leadership performance.

Second, related to the first criticism, the skills model is weak in predictive value. It does not explain specifically how variations in social judgment skills and problem-solving skills affect performance. The model suggests that these components are related, but it does not describe just how that works, with any precision. In short, the model can be faulted because it does not explain *how* skills lead to effective leadership performance.

In addition, the skills approach can be criticized for claiming *not* to be a trait model when in fact a major component in the model includes individual attributes, which are traitlike. Although Mumford and colleagues describe cognitive abilities, motivation, and personality variables as factors contributing to competencies, these are also factors that are typically considered to be trait variables. The point is that the individual attributes component of the skills model is trait driven, and that shifts the model away from being strictly a skills approach to leadership.

The final criticism of the skills approach is that it may not be suitably or appropriately applied to other contexts of leadership. The skills model was constructed by using a large sample of military personnel and observing their performance in the armed services. This raises an obvious question: Can the results be generalized to other populations or organizational settings? Although some research suggests that these Army findings can be generalized to other groups (Mumford, Zaccaro, Connelly, & Marks, 2000), more research is needed to address this criticism.

APPLICATION

Because the skills approach is a new theoretical formulation, it has not been widely used in applied leadership settings. For example, there are no training packages designed specifically to teach people leadership skills from this approach. Although many programs have been designed to teach leadership skills from a general self-help orientation, few of these programs are based on the conceptual frameworks set forth in this chapter.

Despite the lack of formal training programs, the skills approach offers valuable information about leadership. The approach provides a way to delineate the skills of the leader, and leaders at all levels in an organization can use it. In addition, this approach helps us to identify our strengths and weaknesses in regard to these technical, human, and conceptual skills. By taking a skills inventory such as the one provided at the end of this chapter, people can gain further insight into their own leadership competencies. Their scores allow them to learn about areas in which they may want to seek further training to enhance their overall contributions to their organization.

From a wider perspective, the skills approach may be used in the future as a template for the design of extensive leadership development programs. This approach provides the evidence for teaching leaders the important aspects of listening, creative problem solving, conflict resolution skills, and much more.

CASE STUDIES

The following three case studies (Cases 3.1, 3.2, and 3.3) describe leadership situations that can be analyzed and evaluated from the skills perspective.

The first case involves the principal investigator of a federally funded research grant. The second case takes place in a military setting and describes how a lieutenant colonel handles the downsizing of a military base. In the third case, we learn about how the owner of an Italian restaurant has created his own recipe for success.

As you read each case, try to apply the principles of the skills approach to the leaders and their situations. At the end of each case are questions that will assist you in analyzing the case.

CASE 3.1

A Strained Research Team

Dr. Adam Wood is the principal investigator on a 3-year, \$1-million federally funded research grant to study health education programs for older populations, called the Elder Care Project. Unlike previous projects, in which Dr. Wood worked alone or with one or two other investigators, on this project Dr. Wood has 11 colleagues. His project team is made up of two coinvestigators (with Ph.D.s), four intervention staff (with M.A.s), and five general staff members (with B.A.s).

One year into the project, it became apparent to Dr. Wood and the team that the project is underbudgeted and has too few resources. Team members are spending 20–30% more time on the project than has been budgeted to pay them. Regardless of the resource strain, all team members are committed to the project; they believe in its goals and the importance of its outcomes.

Dr. Wood is known throughout the country as the foremost scholar in this area of health education research. He is often asked to serve on national review and advisory boards. His publication record is second to none. In addition, his colleagues in the university know Dr. Wood as a very competent researcher. People come to Dr. Wood for advice on research design and methodology questions. They also come to him for questions about theoretical formulations. He has a reputation as someone who can see the big picture on research projects.

Despite his research competence, there are problems on Dr. Wood's research team. Dr. Wood worries there is a great deal of work to be done but that the members of the team are not devoting sufficient time to the

Elder Care Project. He is frustrated because many of the day-to-day research tasks of the project are falling in his lap. He entered a recent research meeting, threw his notebook down on the table, and said, "I wish I'd never taken this project on. It's taking way too much of my time. The rest of you aren't pulling your fair share." Team members felt exasperated at Dr. Wood's comments. Although they respect his competence, they find his leadership style frustrating. His negative comments at staff meetings are having a demoralizing effect on the research team. Despite their hard work and devotion to the project, Dr. Wood seldom compliments or praises their efforts. Team members believe that they have spent more time than anticipated on the project and have received less pay or credit than expected. The project is sucking away a lot of staff energy, yet Dr. Wood does not seem to understand it or acknowledge it. The research staff is starting to feel burned out, but members realize that they need to keep trying because they are under time constraints from the federal government to do the work promised.

Recently, the team needed to develop a pamphlet for the participants in the Elder Care Project, but the pamphlet costs were significantly more than was budgeted in the grant. Dr. Wood was very adept at finding out where they might find small pockets of money to help cover those costs. Although team members were pleased that he was able to obtain the money, they were sure he would use this as just another example of how he was the one doing most of the work on the project.

Questions

1. Based on the skills approach, how would you assess Dr. Wood's leadership and his relationship to the members of the Elder Care Project team? Will the project be successful?
2. Does Dr. Wood have the skills necessary to be an effective leader of this research team?
3. The skills model describes three important competencies for leaders: problem-solving skills, social judgment skills, and knowledge. If you were to coach Dr. Wood using this model, what type of things would you address with him?



CASE 3.2

A Shift for Lieutenant Colonel Adams

Lieutenant Colonel Adams was an aeronautical engineer in the Air Force who was recognized as an accomplished officer and rose quickly through the ranks of lieutenant, captain, and major. In addition, he successfully completed a number of professional development courses in the Air Force and received a master's degree in engineering. In the earlier part of his service, his career assignments required overseeing 15- to 20-person shifts that were responsible for routine maintenance schedules for squadron and base aircraft. As he progressed in rank, he moved to engineering projects, which were supported by small technical staffs.

Based on his strong performance, Major Adams was promoted to lieutenant colonel earlier than his peers. Instead of moving him into another engineering position, the personnel bureau and his assignment officer decided that Lt. Col. Adams would benefit from a tour in which he could expand his professional background and experience. Consequently, he was assigned to Base X as the commanding officer of the administration branch. Base X was an airbase with approximately 5,000 military and civilian personnel.

As the administration officer, Lt. Col. Adams was the senior human resource officer and the principal adviser to the base commander on all human resource issues. Lt. Col. Adams and his staff of 135 civilian and military personnel were responsible for personnel issues, food services, recreation, family support, and medical services. In addition, Lt. Col. Adams was assigned to chair the Labor-Management Relations Committee for the base.

At the end of the Cold War, as part of the declared peace dividend, the government decided to reduce the defense budget. In February, barely 6 months after taking over command of the administration branch, the federal government announced a significant reduction in the size of the military and the closure of many bases. Base X was to be closed as an air base and reassigned to the Army. The closure was to take place within 1 year, and the base was to be prepared for the arrival of the first Army troops in 2 years. As part of the reduction program, the federal government initiated voluntary retirement programs for civilian and military personnel. Those wanting to retire had until April 1 to decide.

Orders for the conversion of the airbase included the following:

- The base will continue normal operations for 6 months.
- The squadrons—complete with aircrews, equipment, and families (1,000)—must be relocated to their new bases and operational by August 1.
- The remaining base personnel strength, both civilian and military, must be reduced by 30%.
- The base must continue to provide personnel for operational missions.
- The reduction of personnel must be consistent with federal voluntary early-retirement programs.
- The base must be prepared with a support structure to accept 2,000 new soldiers expected to arrive in 2 years.

Lt. Col. Adams was assigned to develop a human resource plan that would meet the imposed staff levels for the entire base while ensuring that the base was still able to perform the operational tasks it had been given. Faced with this daunting task, Adams conducted an extensive review of all of the relevant orders concerning the base transformation, and he familiarized himself with all of the rules concerning the early-retirement program. After a series of initial meetings with the other base branch chiefs, he laid out a plan that could be accomplished by the established deadlines. At the same time, he chaired a number of meetings with his own staff about how to meet the mandated reductions within his own branch.

After considering the target figures for the early-retirement program, it was clear that the mandated numbers could not be reached. Simply allowing everyone who had applied for early retirement to leave was not considered an option because doing so would devastate entire sections of the base. More job cuts were required, and choices had to be made as to who would stay, why, and in what areas. Lt. Col. Adams met stiff resistance in the meetings to determine what sections would bear the brunt of the additional cutbacks.

Lt. Col. Adams conducted his own independent analysis of his own branch before consulting with his staff. Based on his thorough examination of the data, he mandated further reductions in his sections. Specifically targeted were personnel in the base housing, single-person accommodation, family services, and recreational sections. He also mandated a further 10% cut of military positions in his sections.

After meeting the mandated reduction targets, Lt. Col. Adams was informed that the federal government would accept all personnel who applied for early retirement, which was an unexpected decision. When

superimposed on the already mandated reductions, this move caused critical shortages in key areas. Within weeks of implementation of the plan, the base commander was receiving mounting complaints from both civilian and military members over the implementation of the plan.

Incidents of stress, frustration, and discontent rose dramatically. Families trying to move found support services cut back or nonexistent. The transition staff was forced to work evenings and weekends. Family support services were swamped and were asking for additional help.

Despite spending a large amount of overtime trying to address the diverse issues both basewide and in his branch, Lt. Col. Adams found himself struggling to keep his head above water. To make matters worse, the base was having difficulty meeting its operational mission, and vital sections were critically understaffed. The base commander wanted answers. When pressed, Lt. Col. Adams stated that his plan met all of the required deadlines and targets, and the plan conformed to all of the guidelines of the early retirement programs. "Maybe so," replied the base commander, "but you forgot about the bigger picture."

Questions

1. Based on the skills model, how would you assess Lt. Col. Adams's ability to meet the challenges of the base administration position?
2. How would you assess his ability to meet the additional tasks he faced regarding the conversion of the base?
3. If you were to coach Lt. Col. Adams on how he could improve his leadership, what would you tell him?



CASE 3.3

Andy's Recipe

Andy Garafallo owns an Italian restaurant that sits in the middle of a cornfield near a large midwestern city. On the restaurant's far wall is an elaborate mural of the canals of Venice. A gondola hangs on the opposite

wall, up by the ceiling. Along another wall is a row of real potted lemon trees. "My ancestors are from Sicily," says Andy. "In fact, I can remember seeing my grandfather take a bite out of a lemon, just like the ones hanging on those trees."

Andy is very confident about his approach to this restaurant, and he should be, because the restaurant is celebrating its 25th anniversary. "I'm darned sure of what I want to do. I'm not trying different fads to get people to come here. People come here because they know they will get great food. They also want to support someone with whom they can connect. This is my approach. Nothing more, nothing less." While other restaurants have folded, Andy seems to have found a recipe for success.

Since opening his restaurant, Andy has had a number of managers. Currently, he has three: Kelly, Danielle, and Patrick. Kelly is a kitchen (food prep) manager who is known as very honest and dependable. She loves her work, and she is efficient, good with ordering, and good with preparation. Andy really likes Kelly but is frustrated with her because she has such difficulty getting along with the salespeople, delivery people, and wait staff.

Danielle, who works out front in the restaurant, has been with Andy the longest, 6 years. Danielle likes working at Garafallo's—she lives and breathes the place. She fully buys into Andy's approach of putting customers first. In fact, Andy says she has a knack for knowing what customers need before they even ask. Although she is very hospitable, Andy says she is lousy with numbers. She just doesn't seem to catch on to that side of the business.

Patrick, who has been with Andy for 4 years, usually works out front but can work in the kitchen as well. Although Patrick has a strong work ethic and is great with numbers, he is weak on the people side. For some reason, Patrick treats customers as if they are faceless, coming across as very unemotional. In addition, Patrick tends to approach problems with an either-or perspective. This has gotten him into trouble on more than one occasion. Andy wishes that Patrick would learn to lighten up. "He's a good manager, but he needs to recognize that some things just aren't that important," says Andy.

Andy's approach to his managers is that of a teacher and coach. He is always trying to help them improve. He sees part of his responsibility as teaching them every aspect of the restaurant business. Andy's stated goal is that he wants his managers to be "A" players when they leave his business to take on new jobs elsewhere. Helping people to become the best they can be is Andy's goal for his restaurant employees.

Although Andy works 12 hours a day, he spends little time analyzing the numbers. He does not think about ways to improve his profit margin by cutting corners, raising an item price here, or cutting quality there. Andy says, "It's like this: The other night I got a call from someone who said they wanted to come in with a group and wondered if they could bring along a cake. I said 'yes' with one stipulation . . . I get a piece! Well the people came and spent a lot of money. Then they told me that they had actually wanted to go to another restaurant but the other place would not allow them to bring in their own cake." Andy believes very strongly in his approach. "You get business by being what you should be." Compared with other restaurants, his restaurant is doing quite well. Although many places are happy to net 5–7% profit, Andy's Italian restaurant nets 30% profit, year in and year out.

Questions

1. What accounts for Andy Garafallo's success in the restaurant business?
2. From a skills perspective, how would you describe the three managers: Kelly, Danielle, and Patrick? What does each of them need to do to improve his or her skills?
3. How would you describe Andy's competencies? Does Andy's leadership suggest that one does not need all three skills in order to be effective?



LEADERSHIP INSTRUMENT

There are many questionnaires that assess an individual's skills for leadership. A quick search of the Internet provides a host of these questionnaires. Almost all of them are designed to be used in training and development to give people a feel for their leadership abilities. Surveys have been used for years to help people understand and improve their leadership style, but most questionnaires are not used in research because they have not been tested for reliability and validity. Nevertheless, they are useful as self-help instruments because they provide specific information to people about their leadership skills.

In this chapter, we present a comprehensive skills model that is based on many empirical studies of leaders' skills. Although the questionnaires used

in these studies are highly reliable and valid instruments, they are not suitable for our more pragmatic discussion of leadership in this text. In essence, they are too complex and involved. For example, Mumford, Zaccaro, Harding, et al. (2000) used measures that included open-ended responses and very sophisticated scoring procedures. Though critically important for validating the model, these complicated measures are less valuable as self-instruction questionnaires.

A skills inventory is provided in the next section to assist you in understanding how leadership skills are measured and what your own skills might be. Your scores on the inventory will give you a sense of your own leadership competencies. You may be strong in all three skills or stronger in some skills than in others. The questionnaire will give you a sense of your own skills profile. If you are stronger in one skill and weaker in another, this may help you determine where you want to improve in the future.

SKILLS INVENTORY

Instructions: Read each item carefully and decide whether the item describes you as a person. Indicate your response to each item by circling one of the five numbers to the right of each item.

Key: 1 = Not true 2 = Seldom true 3 = Occasionally true 4 = Somewhat true 5 = Very true

1. I enjoy getting into the details of how things work. 1 2 3 4 5
2. As a rule, adapting ideas to people's needs is easy for me. 1 2 3 4 5
3. I enjoy working with abstract ideas. 1 2 3 4 5
4. Technical things fascinate me. 1 2 3 4 5
5. Being able to understand others is the most important part of my work. 1 2 3 4 5
6. Seeing the big picture comes easy for me. 1 2 3 4 5
7. One of my skills is being good at making things work. 1 2 3 4 5
8. My main concern is to have a supportive communication climate. 1 2 3 4 5
9. I am intrigued by complex organizational problems. 1 2 3 4 5
10. Following directions and filling out forms comes easily for me. 1 2 3 4 5
11. Understanding the social fabric of the organization is important to me. 1 2 3 4 5
12. I would enjoy working out strategies for my organization's growth. 1 2 3 4 5
13. I am good at completing the things I've been assigned to do. 1 2 3 4 5
14. Getting all parties to work together is a challenge I enjoy. 1 2 3 4 5
15. Creating a mission statement is rewarding work. 1 2 3 4 5
16. I understand how to do the basic things required of me. 1 2 3 4 5
17. I am concerned with how my decisions affect the lives of others. 1 2 3 4 5
18. Thinking about organizational values and philosophy appeals to me. 1 2 3 4 5

Scoring

The skills inventory is designed to measure three broad types of leadership skills: technical, human, and conceptual. Score the questionnaire by doing the following. First, sum the responses on items 1, 4, 7, 10, 13, and 16. This is your technical skill score. Second, sum the responses on items 2, 5, 8, 11, 14, and 17. This is your human skill score. Third, sum the responses on items 3, 6, 9, 12, 15, and 18. This is your conceptual skill score.

Total scores: Technical skill ____ Human skill ____ Conceptual skill ____

Scoring Interpretation

The scores you received on the skills inventory provide information about your leadership skills in three areas. By comparing the differences between your scores, you can determine where you have leadership strengths and where you have leadership weaknesses. Your scores also point toward the level of management for which you might be most suited.



SUMMARY

The skills approach is a leader-centered perspective that emphasizes the competencies of leaders. It is best represented in the early work of Katz (1955) on the *three-skill approach* and the more recent work of Mumford and his colleagues (Mumford, Zaccaro, Harding, et al., 2000), who initiated the development of a comprehensive *skills model of leadership*.

In the three-skill approach, effective leadership depends on three basic personal skills: technical, human, and conceptual. Although all three skills are important for leaders, the importance of each skill varies between management levels. At lower management levels, technical and human skills are most important. For middle managers, the three different skills are equally important. At upper management levels, conceptual and human skills are most important, and technical skills become less important. Leaders are more effective when their skills match their management level.

In the 1990s, the skills model was developed to explain the capabilities (knowledge and skills) that make effective leadership possible. Far more complex than Katz's paradigm, this model delineated five components of effective leader performance: competencies, individual attributes, leadership outcomes, career experiences, and environmental influences. The leader competencies at the heart of the model are problem-solving skills, social judgment skills, and knowledge. These competencies are directly affected by the leader's individual attributes, which include the leader's general cognitive ability, crystallized cognitive ability, motivation, and personality. The leader's competencies are also affected by his or her career experiences and the environment. The model postulates that effective problem solving and performance can be explained by the leader's basic competencies and that these competencies are in turn affected by the leader's attributes, experience, and the environment.

There are several strengths in conceptualizing leadership from a skills perspective. First, it is a leader-centered model that stresses the importance of the leader's abilities, and it places learned skills at the center of effective leadership performance. Second, the skills approach describes leadership in such a way that it makes it available to everyone. Skills are competencies that we all can learn to develop and improve. Third, the skills approach provides a sophisticated map that explains how effective leadership performance can be achieved. Based on the model, researchers can develop complex plans for studying the leadership process. Last, this approach provides a structure for leadership education and development programs that include creative problem solving, conflict resolution, listening, and teamwork.

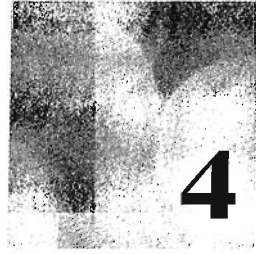
In addition to the positive features, there are also some negative aspects to the skills approach. First, the breadth of the model seems to extend beyond the boundaries of leadership, including, for example, conflict management, critical thinking, motivation theory, and personality theory. Second, the skills model is weak in predictive value. It does not explain how a person's competencies lead to effective leadership performance.

Third, the skills model claims not to be a trait approach, but individual traits such as cognitive abilities, motivation, and personality play a large role in the model. Finally, the skills model is weak in general application because it was constructed using only data from military personnel. Until the model has been tested with other populations, such as small and large organizations and businesses, its basic tenets must still be questioned.

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Style Approach



DESCRIPTION

The style approach emphasizes the behavior of the leader. This distinguishes it from the trait approach (Chapter 2), which emphasizes the personality characteristics of the leader, and the skills approach (Chapter 3), which emphasizes the leader's capabilities. The style approach focuses exclusively on what leaders do and how they act. In shifting the study of leadership to leader style or behaviors, the style approach expanded the study of leadership to include the actions of leaders toward subordinates in various contexts.

Researchers studying the style approach determined that leadership is composed of two general kinds of behaviors: *task behaviors* and *relationship behaviors*. Task behaviors facilitate goal accomplishment: They help group members to achieve their objectives. Relationship behaviors help subordinates feel comfortable with themselves, with each other, and with the situation in which they find themselves. The central purpose of the style approach is to explain how leaders combine these two kinds of behaviors to influence subordinates in their efforts to reach a goal.

Many studies have been conducted to investigate the style approach. Some of the first studies to be done were conducted at Ohio State University in the late 1940s, based on the findings of Stogdill's (1948) work, which pointed to the importance of considering more than leaders' traits in

leadership research. At about the same time, another group of researchers at the University of Michigan was conducting a series of studies that explored how leadership functioned in small groups. A third line of research was begun by Blake and Mouton in the early 1960s; it explored how managers used task and relationship behaviors in the organizational setting.

Although many research studies could be categorized under the heading of the style approach, the Ohio State studies, the Michigan studies, and the studies by Blake and Mouton (1964, 1978, and 1985) are strongly representative of the ideas in this approach. By looking closely at each of these groups of studies, we can draw a clearer picture of the underpinnings and implications of the style approach.

The Ohio State Studies

Because the results of studying leadership as a personality trait appeared fruitless, a group of researchers at Ohio State began to analyze how individuals acted when they were leading a group or organization. This analysis was conducted by having subordinates complete questionnaires about their leaders. On the questionnaires, subordinates had to identify the number of times their leaders engaged in certain types of behaviors.

The original questionnaire used in these studies was constructed from a list of more than 1,800 items describing different aspects of leader behavior. From this long list of items, a questionnaire composed of 150 questions was formulated, and it was called the Leader Behavior Description Questionnaire (LBDQ), (Hemphill & Coons, 1957). The LBDQ was given to hundreds of people in educational, military, and industrial settings, and the results showed that certain clusters of behaviors were typical of leaders. Six years later, Stogdill (1963) published a shortened version of the LBDQ. The new form, which was called the LBDQ-XII, became the most widely used in research. A style questionnaire similar to the LBDQ appears later in this chapter. You can use this questionnaire to assess your own leadership behavior.

Researchers found that subordinates' responses on the questionnaire clustered around two general types of leader behaviors: *initiating structure* and *consideration* (Stogdill, 1974). Initiating structure behaviors were essentially task behaviors, including such acts as organizing work, giving structure to the work context, defining role responsibilities, and scheduling

work activities. Consideration behaviors were essentially relationship behaviors and included building camaraderie, respect, trust, and liking between leaders and followers.

The two types of behaviors identified by the LBDQ-XII represent the core of the style approach and are central to what leaders do: Leaders provide structure for subordinates, and they nurture them. The Ohio State studies viewed these two behaviors as distinct and independent. They were thought of not as two points along a single continuum but as two different continua. For example, a leader could be high in initiating structure and high or low in task behavior. Similarly, a leader could be low in setting structure and low or high in consideration behavior. The degree to which a leader exhibited one behavior was not related to the degree to which she or he exhibited the other behavior.

Many studies have been done to determine which style of leadership is most effective in a particular situation. In some contexts high consideration has been found to be most effective, but in other situations high initiating structure has been found most effective. Some research has shown that being high on both behaviors is the best form of leadership. Determining how a leader optimally mixes task and relationship behaviors has been the central task for researchers from the style approach. The path-goal approach, which is discussed in Chapter 7, exemplifies a leadership theory that attempts to explain how leaders should integrate consideration and structure into the leader's style.

The University of Michigan Studies

While researchers at Ohio State were developing the LBDQ, researchers at the University of Michigan were also exploring leadership behavior, giving special attention to the impact of leaders' behaviors on the performance of small groups (Cartwright & Zander, 1960; Katz & Kahn, 1951; Likert, 1961, 1967).

The program of research at Michigan identified two types of leadership behaviors: *employee orientation* and *production orientation*. Employee orientation is the behavior of leaders who approach subordinates with a strong human relations emphasis. They take an interest in workers as human beings, value their individuality, and give special attention to their personal needs (Bowers & Seashore, 1966). Employee orientation is very similar to the cluster of behaviors identified in the Ohio State studies as consideration.

Production orientation consists of leadership behaviors that stress the technical and production aspects of a job. From this orientation, workers are viewed as a means for getting work accomplished (Bowers & Seashore, 1966). Production orientation parallels the initiating structure cluster found in the Ohio State studies.

Unlike the Ohio State researchers, the Michigan researchers, in their initial studies, conceptualized employee and production orientations as opposite ends of a single continuum. This suggested that leaders who were oriented toward production were less oriented toward employees, and those who were employee oriented were less production oriented. As more studies were completed, however, the researchers reconceptualized the two constructs, as in the Ohio State studies, as two independent leadership orientations (Kahn, 1956). When the two behaviors were treated as independent orientations, leaders were seen as being able to be oriented toward both production and employees at the same time.

In the 1950s and 1960s, a multitude of studies were conducted by researchers from both Ohio State and the University of Michigan to determine how leaders could best combine their task and relationship behaviors so as to maximize the impact of these behaviors on the satisfaction and performance of followers. In essence, the researchers were looking for a universal theory of leadership that would explain leadership effectiveness in every situation. The results that emerged from this large body of literature were contradictory and unclear (Yukl, 1994). Although some of the findings pointed to the value of a leader being both highly task oriented and highly relationship oriented in all situations (Misumi, 1985), the preponderance of research in this area was inconclusive.

Blake and Mouton's Managerial (Leadership) Grid

Perhaps the best-known model of managerial behavior is the Managerial Grid®, which first appeared in the early 1960s and has been refined and revised several times (Blake & McCause, 1991; Blake & Mouton, 1964, 1978, 1985). It is a model that has been used extensively in organizational training and development. The Managerial Grid, which has been renamed the Leadership Grid®, was designed to explain how leaders help organizations to reach their purposes through two factors: *concern for production* and *concern for people*. Although these factors are described as leadership orientations in the model, they closely parallel the task and relationship leadership behaviors we have been discussing throughout this chapter.

Concern for production refers to how a leader is concerned with achieving organizational tasks. It involves a wide range of activities, including attention to policy decisions, new product development, process issues, workload, and sales volume, to name a few. Not limited to things, concern for production can refer to whatever the organization is seeking to accomplish (Blake & Mouton, 1964).

Concern for people refers to how a leader attends to the people in the organization who are trying to achieve its goals. This concern includes building organizational commitment and trust, promoting the personal worth of employees, providing good working conditions, maintaining a fair salary structure, and promoting good social relations (Blake & Mouton, 1964).

The Leadership (Managerial) Grid joins concern for production and concern for people in a model that has two intersecting axes (Figure 4.1). The horizontal axis represents the leader's concern for results, and the vertical axis represents the leader's concern for people. Each of the axes is drawn as a 9-point scale on which a score of 1 represents *minimum concern* and 9 represents *maximum concern*. By plotting scores from each of the axes, various leadership styles can be illustrated. The Leadership Grid portrays five major leadership styles: authority-compliance (9,1), country club management (1,9), impoverished management (1,1), middle-of-the-road management (5,5), and team management (9,9).

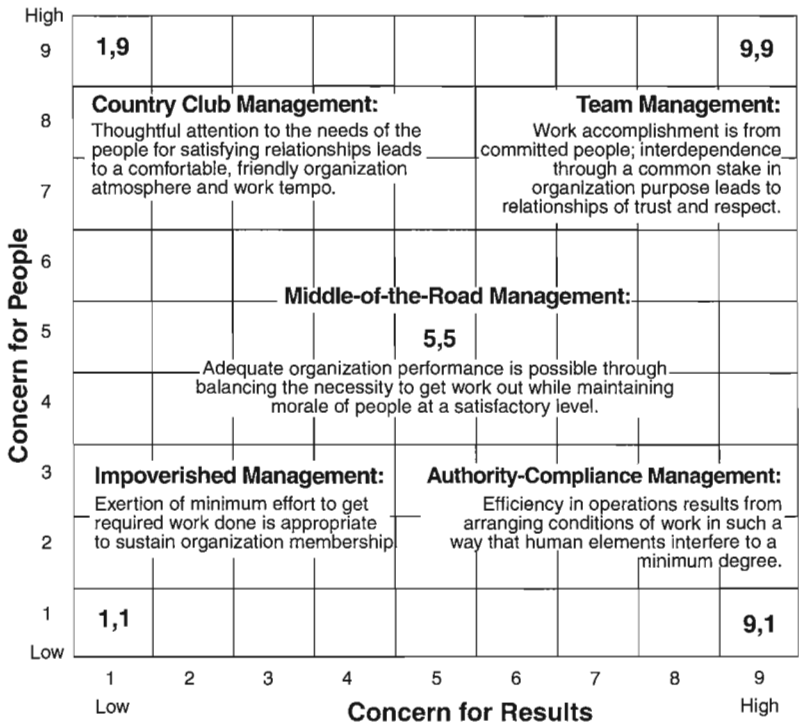
Authority-Compliance (9,1)

The 9,1 style of leadership places heavy emphasis on task and job requirements and less emphasis on people, except to the extent that people are tools for getting the job done. Communicating with subordinates is not emphasized except for the purpose of giving instructions about the task. This style is result driven, and people are regarded as tools to that end. The 9,1 leader is often seen as controlling, demanding, hard driving, and overpowering.

Country Club Management (1,9)

The 1,9 style represents a low concern for task accomplishment coupled with a high concern for interpersonal relationships. De-emphasizing production, 1,9 leaders stress the attitudes and feelings of people, making sure the personal and social needs of followers are met. They try to create

Figure 4.1 The Leadership Grid®



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a positive climate by being agreeable, eager to help, comforting, and uncontroversial.

Impoverished Management (1,1)

The 1,1 style is representative of a leader who is unconcerned with both the task and interpersonal relationships. This type of leader goes through the motions of being a leader but acts uninvolved and withdrawn. The 1,1 leader often has little contact with followers and could be described as indifferent, noncommittal, resigned, and apathetic.

Middle-of-the-Road Management (5,5)

The 5,5 style describes leaders who are compromisers, who have an intermediate concern for the task and an intermediate concern for the people who do the task. They find a balance between taking people into account and still emphasizing the work requirements. Their compromising style gives up some of the push for production and some of the attention to employee needs. To arrive at an equilibrium, the 5,5 leader avoids conflict and emphasizes moderate levels of production and interpersonal relationships. This type of leader often is described as one who is expedient, prefers the middle ground, soft-pedals disagreement, and swallows convictions in the interest of “progress.”

Team Management (9,9)

The 9,9 style places a strong emphasis on both tasks and interpersonal relationships. It promotes a high degree of participation and teamwork in the organization and satisfies a basic need in employees to be involved and committed to their work. The following are some of the phrases that could be used to describe the 9,9 leader: stimulates participation, acts determined, gets issues into the open, makes priorities clear, follows through, behaves open-mindedly, and enjoys working.

In addition to the five major styles described in the Leadership Grid, Blake and his colleagues have identified two other styles that incorporate multiple aspects of the grid.

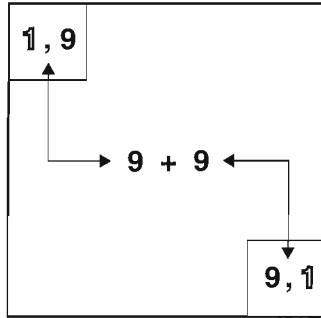
Paternalism/Maternalism

Paternalism/maternalism refers to a leader who uses both 1,9 and 9,1 styles but does not integrate the two (Figure 4.2). This is the “benevolent dictator” who acts graciously but does so for the purpose of goal accomplishment. In essence the paternalistic/maternalistic style treats people as if they were dissociated from the task.

Opportunism

Opportunism refers to a leader who uses any combination of the basic five styles for the purpose of personal advancement (Figure 4.3).

Figure 4.2 *Paternalism/Maternalism: Reward and approval are bestowed on people in return for loyalty and obedience; failure to comply leads to punishment.*



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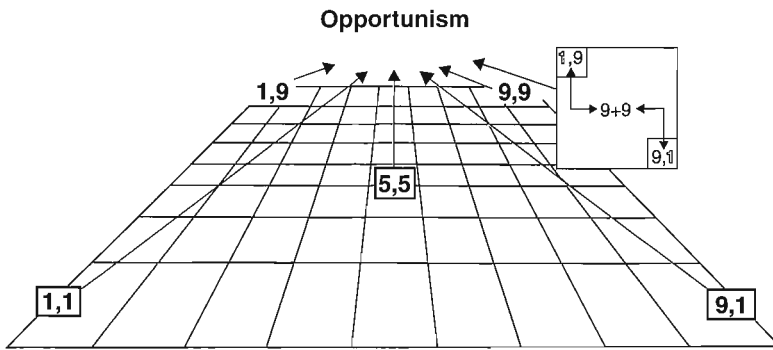
Blake and Mouton (1985) indicate that a person usually has a dominant grid style, which he or she uses in most situations, and a backup style. The backup style is what the leader reverts to when under pressure, when the usual way of accomplishing things does not work.

In summary, the Leadership Grid is an example of a practical model of leadership that is based on the two major leadership behaviors: task and relationship. It closely parallels the ideas and findings that emerged in the Ohio State and University of Michigan studies. It is used in consulting for organizational development throughout the world.

HOW DOES THE STYLE APPROACH WORK?

Unlike many of the other approaches discussed in the book, the style approach is not a refined theory that provides a neatly organized set of prescriptions for effective leadership behavior. Rather, the style approach provides a framework for assessing leadership in a broad way, as behavior with a task and relationship dimension. The style approach works not by telling

Figure 4.3 *Opportunism: In opportunistic management, people adapt and shift to any grid to gain the maximum advantage. Performance occurs according to a system of selfish gain. Effort is made only for an advantage for personal gain.*



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leaders how to behave but by describing the major components of their behavior.

The style approach reminds leaders that their actions toward others occur on a task level and a relationship level. In some situations, leaders need to be more task oriented, whereas in others, they need to be more relationship oriented. Similarly, some subordinates need leaders who provide a lot of direction, whereas others need leaders who can show them a great deal of nurturance and support. The style approach gives the leader a way to look at his or her own behavior by subdividing it into two dimensions.

An example may help explain how the style approach works. Imagine two college classrooms on the first day of class and two professors with entirely different styles. Professor Smith comes to class, introduces herself, takes attendance, goes over the syllabus, explains the first assignment, and dismisses the class. Professor Jones comes to class and, after introducing herself and handing out the syllabus, tries to help the students to get to know one another by having each of the students describe a little about

themselves, their majors, and their favorite nonacademic activities. The leadership styles of professors Smith and Jones are quite different. The preponderance of what Professor Smith does could be labeled task behavior, and the majority of what Professor Jones does is relationship behavior. The style approach provides a way to inform the professors about the differences in their behaviors. Depending on the response of the students to their style, the professors may want to change their behavior to improve their teaching on the first day of class.

Overall, the style approach offers a means of assessing in a general way the behaviors of leaders. It reminds leaders that their impact on others occurs through the tasks they perform as well as in the relationships they create.

STRENGTHS

The *style* approach makes several positive contributions to our understanding of the leadership process. First, the style approach marked a major shift in the general focus of leadership research. Before the inception of the style approach, researchers treated leadership exclusively as a personality trait (see Chapter 2). The style approach broadened the scope of leadership research to include the behaviors of leaders and what they do in various situations. No longer was the focus of leadership on the personal characteristics of leaders; it was expanded to include what leaders did and how they acted.

Second, a wide range of studies on leadership style validates and gives credibility to the basic tenets of the approach. First formulated and reported by researchers from Ohio State University and the University of Michigan and subsequently in the work of Blake and Mouton (1964, 1978, 1985) and Blake and McCauley (1991), the style approach is substantiated by a multitude of research studies that offer a viable approach to understanding the leadership process.

Third, on a conceptual level, researchers from the style approach have ascertained that a leader's style consists primarily of two major types of behaviors: task and relationship. The significance of this idea is not to be understated. Whenever leadership occurs, the leader is acting out both task and relationship behaviors; the key to being an effective leader often rests on how the leader balances these two behaviors. Together they form the core of the leadership process.

Fourth, the style approach is heuristic. It provides us with a broad conceptual map that is worthwhile to use in our attempts to understand the complexities of leadership. Leaders can learn a lot about themselves and how they come across to others by trying to see their behaviors in light of the task and relationship dimensions. Based on the style approach, leaders can assess their actions and determine how they may want to change to improve their leadership style.

CRITICISMS

Along with its strengths, the style approach also has several weaknesses. First, the research on styles has not adequately shown how leaders' styles are associated with performance outcomes (Bryman, 1992; Yukl, 1994). Researchers have not been able to establish a consistent link between task and relationship behaviors and outcomes such as morale, job satisfaction, and productivity. According to Yukl (1994, p. 75), the "results from this massive research effort have been mostly contradictory and inconclusive." He further points out that the only strong finding about leadership styles is that leaders who are considerate have followers who are more satisfied.

Another criticism is that this approach has failed to find a universal style of leadership that could be effective in almost every situation. The overarching goal for researchers studying the style approach appeared to be the identification of a universal set of leadership behaviors that would consistently result in effective outcomes. Because of inconsistencies in the research findings, this goal was never reached. Similar to the trait approach, which was unable to identify the definitive personal characteristics of leaders, the style approach has been unable to identify the universal behaviors that are associated with effective leadership.

A final criticism of the style approach is that it implies that the most effective leadership style is the high-high style (i.e., high task and high relationship). Although some researchers (e.g., Blake & McCanse, 1991; Misumi, 1985) suggest that high-high managers are most effective, that may not be the case in all situations. In fact, the full range of research findings provides only limited support for a universal high-high style (Yukl, 1994). Certain situations may require different leadership styles; some may be complex and require high-task behavior, and others may be simple and require supportive behavior. At this point in the development of research on the style approach, it remains unclear whether the high-high style is the best style of leadership.

APPLICATION

The style approach can be applied easily in ongoing leadership settings. At all levels in all types of organizations, managers are continually engaged in task and relationship behaviors. By assessing their own style, managers can determine how they are coming across to others and how they could change their behaviors to be more effective. In essence, the style approach provides a mirror for managers that is helpful in answering the frequently asked question, “How am I doing as a leader?”

In training and development for leadership, many programs throughout the country are structured along the lines of the style approach. Almost all of them are designed similarly and include giving managers questionnaires that assess in some way their task and relationship behaviors toward subordinates. Participants use these assessments to improve their overall leadership styles.

An example of a training and development program that deals exclusively with leader styles is Blake and Mouton’s Leadership Grid (formerly Managerial Grid) seminar. Grid seminars are about increasing productivity, improving morale, and gaining employee commitment. They are offered by Scientific Methods, an international organization development company (<http://www.gridinternational.com>). At grid seminars, through self-assessments, small-group experiences, and candid critiques, managers learn how to define effective leadership, how to manage for optimal results, and how to identify and change ineffective leadership behaviors. The conceptual framework around which the grid seminars are structured is the style approach to leadership.

In short, the style approach applies to nearly everything a leader does. It is an approach that is used as a model by many training and development companies to teach managers how to improve their effectiveness and organizational productivity.

CASE STUDIES

In this section, you will find case studies (Cases 4.1, 4.2, and 4.3) that describe the leadership styles of three different managers, each of whom is working in a different organizational setting. The first case is about a

maintenance director in a large hospital, the second deals with a supervisor in a small sporting goods store, and the third is concerned with the director of a design department in a large manufacturing company. At the end of each case are questions that will help you to analyze the case from the perspective of the style approach.

CASE 4.1

A Drill Sergeant at First

Mark Young is the head of the painting department in a large hospital, and 20 union employees report to him. Before coming onboard at the hospital, he had worked as an independent contractor. At the hospital, he took a position that was newly created because the hospital believed change was needed in how painting services were provided.

Upon beginning his job, Mark did a 4-month analysis of the direct and indirect costs of painting services. His findings supported the perceptions of his administrators that painting services were inefficient and costly. As a result, Mark completely reorganized the department, designed a new scheduling procedure, and redefined the expected standards of performance.

Mark says that when he started out in his new job he was “all task,” like a drill sergeant who didn’t seek any input from his subordinates. From Mark’s point of view, the hospital environment did not leave much room for errors, so he needed to be strict about getting painters to do a good job within the constraints of the hospital environment.

As time went along, Mark relaxed his style and was less demanding. He delegated some responsibilities to two crew leaders who reported to him, but he always stayed in close touch with each of the employees. On a weekly basis, Mark was known to take small groups of workers to the local sports bar for burgers on the house. He loved to banter with the employees and could dish it out as well as take it.

Mark is very proud of his department. He says he always wanted to be a coach, and that’s how he feels about running his department. He enjoys working with people, and in particular he says he likes to see the glint in their eyes when they realize that they’ve done a good job and they have done it on their own.

Because of Mark's leadership, the painting department improved substantially and is now seen by workers in other departments as the most productive department in hospital maintenance. Painting services received a customer rating of 92%, which was the highest of any service in the hospital.

Questions

1. From the style perspective, how would you describe Mark Young's leadership?
2. How did his style change over time?
3. In general, do you think he is more task oriented or more relationship oriented?
4. What score do you think he would get on Blake and Mouton's grid?



CASE 4.2

Eating Lunch Standing Up

Susan Parks is the part-owner and manager of Marathon Sports, an athletic store that specializes in running shoes and accessories. The store employs about 10 people, most of whom are college students who work part-time during the week and full-time on weekends. Marathon Sports is the only store of its kind in a college town with a population of 125,000. The annual sales figures for the store have shown 15% growth for each of the past 7 years.

Ms. Parks has a lot invested in the store, and she works very hard to make sure the store continues to maintain its reputation and pattern of growth. She works 50 hours a week at the store, where she wears many hats, including those of buyer, scheduler, trainer, planner, and salesperson. There is never a moment when Susan is not doing something. Rumor has it that she eats her lunch standing up.

Employees' reactions to Ms. Parks are strong and quite varied. Some people like her style and others do not. Those who like her style talk

about how organized and efficient the store is when she is in charge. Susan makes the tasks and goals for everyone very clear. She keeps everyone busy, and when they go home at night they feel as if they have accomplished something. They like to work for Susan because she knows what she is doing. Those who do not like her style complain that she is too driven. It seems that her sole purpose for being at the store is to get the job done. She seldom, if ever, takes a break or just hangs out with the staff. These people say Susan is pretty hard to relate to, and as a result it is not much fun working at Marathon Sports.

Susan is beginning to sense that employees have a mixed reaction to her leadership style. This bothers her, but she does not know what to do about it. In addition to her work at the store, Susan struggles hard to be a good spouse and mother of three children.

Questions

1. According to the style approach, how would you describe Susan Parks's leadership?
2. Why does it create such a pronounced reaction from her subordinates?
3. Do you think she should change her style?
4. Would she be effective if she changed?



CASE 4.3

Enhancing the Department's Culture

Douglas Ludwig is the director of design services at a large office furniture manufacturing company that employs about 1,200 people. The design department is made up of 80 people who are divided into eight working teams, all of which report to Mr. Ludwig. Douglas is new to the company, having been hired away from a smaller competitor where he was vice president for research and development. His reputation as a leader at the previous company was generally favorable.

During his first year, Douglas has spent a lot of time trying to enhance the culture in his department. Unlike the previous director, who had spent a good portion of his time monitoring projects and emphasizing company goals, Douglas has involved himself with the mood, climate, and tenor of the department. To that end, Douglas has instituted a new department meeting schedule for the purpose of allowing everyone to share his or her ideas and concerns. While continuing to do the “nuts-and-bolts” things, Douglas has tried to promote greater esprit de corps in the department by having brown-bag lunches on Fridays. Each week, Douglas meets informally with the team leaders to get a feel for what they need and how they are doing.

Douglas is also a strong supporter of social events outside of work. In the summer, the design department held an outdoor family barbecue—the first ever for some of the older employees in the company. Over the holidays, Douglas held an open house at his home that was catered by the company. Employees thought it was “first class” and talked about it for many months. Douglas was also instrumental in getting the company to sponsor a coed indoor soccer team, made up completely of employees from the design department.

Most people in the department give Douglas Ludwig positive reviews for his first year as director. Designers and staffers alike are impressed by what a nice guy Mr. Ludwig seems to be. For years, the mood in the design department had been somewhat stale, but with Douglas’s arrival some life came back into the place. People began to enjoy the new vitality in the department, and they found themselves chatting more and complaining less.

Questions

Douglas Ludwig’s leadership clearly is one of the major types in the style approach.

1. What style is it?
2. Does it sound as if it is effective in the context of a design department at a furniture company?
3. Would you or would you not like to work for Douglas Ludwig?
4. Is there a downside to this style of leadership? If so, describe it.



LEADERSHIP INSTRUMENT

Researchers and practitioners alike have used many different instruments to assess the styles of leaders. The two most commonly used measures have been the LBDQ (Stogdill, 1963) and the Leadership Grid (Blake & McCauley, 1991). Both of these measures provide information about the degree to which a leader acts task directed and people directed. The LBDQ was designed primarily for research and has been used extensively since the 1960s. The Leadership Grid was designed primarily for training and development, and it continues to be used today for training managers and supervisors in the leadership process.

To assist you in developing a better understanding of how leadership style is measured and what your own style might be, a leadership style questionnaire is included in this section. This questionnaire is made up of 20 items that assess two orientations: *task* and *relationship*. By scoring the style questionnaire, you can obtain a general profile of your leadership behavior.

The score you receive for task refers to the degree to which you help others by defining their roles and letting them know what is expected of them. This factor describes your tendencies to be task directed toward others when you are in a leadership position. The score you receive for relationship is a measure of the degree to which you try to make subordinates feel comfortable with themselves, each other, and the group itself. It represents a measure of how people oriented you are.

Your results on the style questionnaire give you data about your task orientation and people orientation. What do your scores suggest about your leadership style? Are you more likely to lead with an emphasis on task or with an emphasis on relationship? As you interpret your responses to the style questionnaire, are there ways you could change your style to shift the emphasis you give to tasks and relationships? To gain more information about your style, you may want to have four or five of your coworkers fill out the questionnaire based on their perceptions of you as a leader. This will give you additional data to compare and contrast to your own scores about yourself.

STYLE QUESTIONNAIRE

Instructions: Read each item carefully and think about how often you (or the person you are evaluating) engage in the described behavior. Indicate your response to each item by circling one of the five numbers to the right of each item.

Key: 1 = Never 2 = Seldom 3 = Occasionally 4 = Often 5 = Always

- | | |
|---|-----------|
| 1. Tells group members what they are supposed to do. | 1 2 3 4 5 |
| 2. Acts friendly with members of the group. | 1 2 3 4 5 |
| 3. Sets standards of performance for group members. | 1 2 3 4 5 |
| 4. Helps others feel comfortable in the group. | 1 2 3 4 5 |
| 5. Makes suggestions about how to solve problems. | 1 2 3 4 5 |
| 6. Responds favorably to suggestions made by others. | 1 2 3 4 5 |
| 7. Makes his or her perspective clear to others. | 1 2 3 4 5 |
| 8. Treats others fairly. | 1 2 3 4 5 |
| 9. Develops a plan of action for the group. | 1 2 3 4 5 |
| 10. Behaves in a predictable manner toward group members. | 1 2 3 4 5 |
| 11. Defines role responsibilities for each group member. | 1 2 3 4 5 |
| 12. Communicates actively with group members. | 1 2 3 4 5 |
| 13. Clarifies his or her own role within the group. | 1 2 3 4 5 |
| 14. Shows concern for the well-being of others. | 1 2 3 4 5 |
| 15. Provides a plan for how the work is to be done. | 1 2 3 4 5 |
| 16. Shows flexibility in making decisions. | 1 2 3 4 5 |
| 17. Provides criteria for what is expected of the group. | 1 2 3 4 5 |
| 18. Discloses thoughts and feelings to group members. | 1 2 3 4 5 |
| 19. Encourages group members to do high-quality work. | 1 2 3 4 5 |
| 20. Helps group members get along. | 1 2 3 4 5 |

Scoring

The style questionnaire is designed to measure two major types of leadership behaviors: task and relationship. Score the questionnaire by doing the following. First, sum the responses on the odd-numbered items. This is your task score. Second, sum the responses on the even-numbered items. This is your relationship score.

Total scores: Task _____ Relationship _____

Scoring Interpretation

45–50 Very high range

30–34 Moderately low range

40–44 High range

25–29 Low range

35–39 Moderately high range

10–24 Very low range



SUMMARY

The style approach is strikingly different from the trait approach and skills approach to leadership because the style approach focuses on what leaders do rather than who leaders are. It suggests that leaders engage in two primary types of behaviors: task behaviors and relationship behaviors. How leaders combine these two types of behaviors to influence others is the central focus of the style approach.

The style approach originated from three different lines of research: the Ohio State University studies, the University of Michigan studies, and the work of Blake and Mouton on the Managerial Grid.

Researchers at Ohio State developed a leadership questionnaire called the Leader Behavior Description Questionnaire (LBDQ), which identified *initiation of structure* and *consideration* as the core leadership behaviors. The Michigan studies provided similar findings but called the leader behaviors *production orientation* and *employee orientation*.

Using the Ohio State and Michigan studies as a basis, much research has been carried out to find the best way for leaders to combine task and

relationship behaviors. The goal has been to find a universal set of leadership behaviors capable of explaining leadership effectiveness in every situation; however, the results from these efforts have not been conclusive. Researchers have had difficulty identifying one best style of leadership.

Blake and Mouton developed a practical model for training managers that described leadership behaviors along a grid with two axes: concern for results and concern for people. How leaders combine these orientations results in five major leadership styles: authority-compliance (9,1), country club management (1,9), impoverished management (1,1), middle-of-the-road management (5,5), and team management (9,9).

The style approach has several strengths and weaknesses. On the positive side, it has broadened the scope of leadership research to include the study of the behaviors of leaders rather than only their personal traits or characteristics. Second, it is a reliable approach because it is supported by a wide range of studies. Third, the style approach is valuable because it underscores the importance of the two core dimensions of leadership behavior: task and relationship. Fourth, it has heuristic value in that it provides us with a broad conceptual map that is useful in gaining an understanding of our own leadership behaviors. On the negative side, researchers have not been able to associate the behaviors of leaders (task and relationship) with outcomes such as morale, job satisfaction, and productivity. In addition, researchers from the style approach have not been able to identify a universal set of leadership behaviors that would consistently result in effective leadership. Last, the style approach implies but fails to support fully the idea that the most effective leadership style is a high-high style (i.e., high task and high relationship).

Overall, the style approach is not a refined theory that provides a neatly organized set of prescriptions for effective leadership behavior. Rather, the style approach provides a valuable framework for assessing leadership in a broad way as assessing behavior with task and relationship dimensions. Finally, the style approach reminds leaders that their impact on others occurs along both dimensions.

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Situational Approach

DESCRIPTION

One of the more widely recognized approaches to leadership is the situational approach, which was developed by Hersey and Blanchard (1969a) based on Reddin's (1967) 3-D management style theory. The situational approach has been refined and revised several times since its inception (see Blanchard, Zigarmi, & Nelson, 1993; Blanchard, Zigarmi, & Zigarmi, 1985; Hersey & Blanchard, 1977, 1988), and it has been used extensively in organizational leadership training and development.

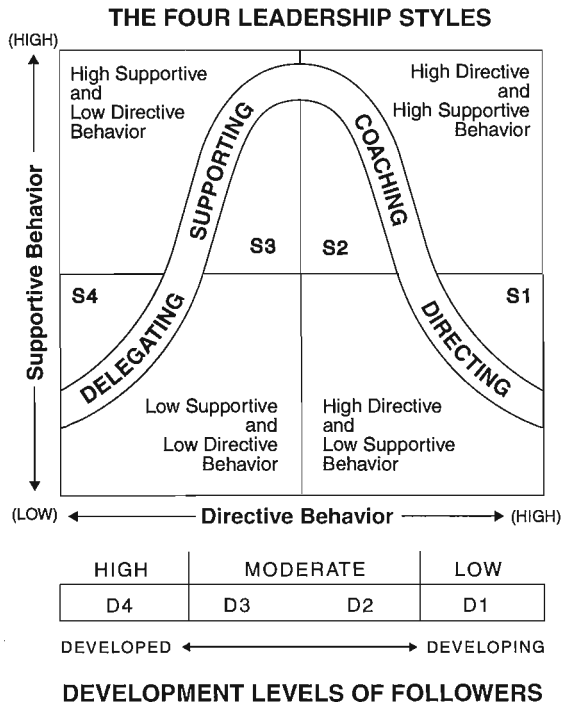
As the name of the approach implies, situational leadership focuses on leadership in situations. The premise of the theory is that different situations demand different kinds of leadership. From this perspective, to be an effective leader requires that a person adapt his or her style to the demands of different situations.

Situational leadership stresses that leadership is composed of both a directive and a supportive dimension, and each has to be applied appropriately in a given situation. To determine what is needed in a particular situation, a leader must evaluate her or his employees and assess how competent and committed they are to perform a given task. Based on the assumption that employees' skills and motivation vary over time, situational leadership suggests that leaders should change the degree to which they are directive or supportive to meet the changing needs of subordinates.

In brief, the essence of situational leadership demands that a leader match his or her style to the competence and commitment of the subordinates. Effective leaders are those who can recognize what employees need and then adapt their own style to meet those needs.

The situational approach is illustrated in the model developed by Blanchard (1985) and Blanchard et al. (1985), called the Situational Leadership II (SLII) model (Figure 5.1). The model is an extension and refinement of the original situational leadership model developed by Hersey and Blanchard (1969a).

Figure 5.1 Situational Leadership II



SOURCE: From *Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership*, by K. Blanchard, P. Zigarmi, and D. Zigarmi, 1985, New York: William Morrow. Used with permission.

The dynamics of situational leadership are best understood when we separate the SLII model into two parts: *leadership style* and *development level of subordinates*.

Leadership Styles

Leadership style consists of the behavior pattern of a person who attempts to influence others. It includes both *directive (task) behaviors* and *supportive (relationship) behaviors*. Directive behaviors help group members accomplish goals by giving directions, establishing goals and methods of evaluation, setting time lines, defining roles, and showing how the goals are to be achieved. Directive behaviors clarify, often with one-way communication, what is to be done, how it is to be done, and who is responsible for doing it. Supportive behaviors help group members feel comfortable about themselves, their coworkers, and the situation. Supportive behaviors involve two-way communication and responses that show social and emotional support to others. Examples of supportive behaviors include asking for input, solving problems, praising, sharing information about oneself, and listening. Supportive behaviors are mostly job related.

Leadership styles can be classified further into four distinct categories of directive and supportive behaviors (see Figure 5.1). The first style (S1) is a *high directive–low supportive* style, which is also called a *directing* style. In this approach, the leader focuses communication on goal achievement and spends a smaller amount of time using supportive behaviors. Using this style, a leader gives instructions about what and how goals are to be achieved by the subordinates and then supervises them carefully.

The second style (S2) is called a *coaching* approach and is a *high directive–high supportive* style. In this approach, the leader focuses communication on both achieving goals and meeting subordinates' socioemotional needs. The coaching style requires that the leader involve himself or herself with subordinates by giving encouragement and soliciting subordinate input. However, coaching is an extension of S1 in that it still requires that the leader make the final decision on the *what* and *how* of goal accomplishment.

Style 3 (S3) is a *supporting* approach that requires that the leader take a *high supportive–low directive* style. In this approach, the leader does not focus exclusively on goals but uses supportive behaviors that bring out the employees' skills around the task to be accomplished. The supportive style

includes listening, praising, asking for input, and giving feedback. A leader using this style gives subordinates control of day-to-day decisions but remains available to facilitate problem solving. An S3 leader is quick to give recognition and social support to subordinates.

Last, Style 4 (S4) is called the *low supportive–low directive* style, a *delegating* approach. In this approach, the leader offers less task input and social support, facilitating employees' confidence and motivation in reference to the task. The delegative leader lessens his or her involvement in planning, control of details, and goal clarification. After the group agrees on what they are to do, this style lets subordinates take responsibility for getting the job done the way they see fit. A leader using S4 gives control to subordinates and refrains from intervening with unnecessary social support.

The SLII model (see Figure 5.1) illustrates how directive and supportive leadership behaviors combine for each of the four different leadership styles. As shown by the arrows on the bottom and left side of the model, directive behaviors are high in the S1 and S2 quadrants and low in S3 and S4, whereas supportive behaviors are high in S2 and S3 and low in S1 and S4.

Development Levels

A second major part of the situational leadership model concerns the development level of subordinates. Development level is the degree to which subordinates have the competence and commitment necessary to accomplish a given task or activity (Blanchard et al., 1985). Stated another way, it indicates whether a person has mastered the skills to do a specific task and whether a person has developed a positive attitude regarding the task (Blanchard et al., 1993). Employees are at a high development level if they are interested and confident in their work and they know how to do the task. Employees are at a low development level if they have little skill for the task at hand but feel as if they have the motivation or confidence to get the job done.

The levels of development are illustrated in the lower portion of the diagram in Figure 5.1. The levels describe various combinations of commitment and competence for employees on a given task. They are intended to be task specific and are not intended to be used for the purpose of labeling employees.

On a particular task, employees can be classified into four categories: D1, D2, D3, and D4, from low development to high development. Specifically, D1 employees are low in competence and high in commitment. They are new to a task and do not know exactly how to do it, but they are excited about the challenge of it. D2 employees are described as having some competence but low commitment. They have started to learn a job, but they also have lost some of their initial motivation about the job. D3 represents employees who have moderate to high competence but may lack commitment. They have essentially developed the skills for the job, but they are uncertain as to whether they can accomplish the task by themselves. Finally, D4 employees are the highest in development, having both a high degree of competence and a high degree of commitment to getting the job done. They have the skills to do the job and the motivation to get it done.

HOW DOES THE SITUATIONAL APPROACH WORK?

The situational approach is constructed around the idea that employees move forward and backward along the developmental continuum, which represents the relative competence and commitment of subordinates. For leaders to be effective, it is essential that they determine where subordinates are on the developmental continuum and adapt their leadership styles so they directly match their style to that development level.

In a given situation, the first task for a leader is to determine the nature of the situation. Questions such as the following must be addressed: What is the task that subordinates are being asked to perform? How complex is the task? Are the subordinates sufficiently skilled to accomplish the task? Do they have the desire to complete the job once they start it? Answers to these questions will help leaders to identify correctly the specific developmental level at which their subordinates are functioning. For example, new employees who are very excited but lack understanding of job requirements would be identified as D1-level employees. Conversely, seasoned workers with proven abilities and great devotion to a company would be identified as functioning at the D4 level. Having identified the correct development level, the second task for the leader is to adapt his or her style to the prescribed leadership style represented in the SLII model. There is a one-to-one relationship between the development level of subordinates (D1, D2, etc.) and the leader's style (S1, S2, etc.). For example, if subordinates are at the first level of development, D1, the leader needs to adopt a high directive and low supportive leadership style (S1). If subordinates are more

advanced and at the second development level, D2, the leader needs to adopt a coaching style (S2). For each level of development there is a specific style of leadership that the leader should adopt.

Because subordinates move back and forth along the development continuum, it is imperative for leaders to be flexible in their leadership behavior. Subordinates may move from one development level to another rather quickly over a short period (e.g., a day or a week) or more slowly on tasks that proceed over much longer periods of time (e.g., a month). Leaders cannot use the same style in all contexts; rather, they need to adapt their style to subordinates and their unique situations. Unlike the trait or contingency approaches, which advocate a fixed style for leaders, the situational approach demands that leaders demonstrate a high degree of flexibility.

STRENGTHS

The situational approach to leadership has several strengths, particularly for practitioners. The first strength is that it has stood the test of time in the marketplace. Situational leadership is well known and frequently used for training leaders within organizations. Hersey and Blanchard (1993) reported that it has been a factor in training programs of more than 400 of the Fortune 500 companies. It is perceived by corporations as offering a credible model for training people to become effective leaders.

A second strength of situational leadership is its practicality. Situational leadership is easy to understand, intuitively sensible, and easily applied in a variety of settings. Whereas some leadership approaches provide complex and sophisticated ways to assess your own leadership behavior (e.g., the decision-making approach in Vroom & Yetton, 1973), situational leadership provides a straightforward approach that is easily used. Because it is described at an abstract level that is easily grasped, the ideas behind the approach are quickly acquired. In addition, the principles suggested by situational leadership are easy to apply across a variety of settings, including work, school, and family.

Closely akin to the strength of practicality is a third strength of situational leadership: its prescriptive value. Whereas many theories of leadership are descriptive in nature, the situational approach is prescriptive. It tells you what you should and should not do in various contexts. For example, if your subordinates are very low in competence, situational leadership

prescribes a directing style for you as the leader. On the other hand, if your employees appear to be competent but lack confidence, the situational approach suggests that you should lead with a supporting style. These prescriptions provide leaders with a valuable set of guidelines that can facilitate and enhance leadership.

A fourth strength of situational leadership is that it emphasizes leader flexibility (Graeff, 1983; Yukl, 1989). Situational leadership stresses that leaders need to find out about their subordinates' needs and then adapt their style accordingly. Leaders cannot lead using a single style; they must be willing to change their style to meet the requirements of the situation. Situational leadership recognizes that employees act differently when doing different tasks and that they may act differently during different stages of the same task. Effective leaders are those who can change their own style based on the task requirements and the subordinates' needs, even in the middle of a project.

Finally, situational leadership reminds us to treat each subordinate differently based on the task at hand and to seek opportunities to help subordinates learn new skills and become more confident in their work (Fernandez & Vecchio, 1997; Yukl, 1998). Overall, this approach underscores that subordinates have unique needs and deserve our help in trying to become better at doing their work.

CRITICISMS

Despite its extensive use in leadership training and development, situational leadership does have some limitations. The following criticisms point out several weaknesses in situational leadership and help to provide a more balanced picture of the general utility of this approach in studying and practicing leadership.

The first criticism of situational leadership is that only a few research studies have been conducted to justify the assumptions and propositions set forth by the approach. Although many doctoral dissertations address dimensions of situational leadership, most of these research studies have not been published. The lack of a strong body of research on situational leadership raises questions about the theoretical basis of the approach (Fernandez & Vecchio, 1997; Graeff, 1997; Vecchio & Boatwright, 2002). Can we be sure it is a valid approach? Is it certain that this approach does

indeed improve performance? Does this approach compare favorably in its impact on subordinates with other leadership approaches? It is difficult to give firm answers to these questions when the testing of this approach has not resulted in a significant amount of published research findings.

A second criticism that can be directed at situational leadership concerns the ambiguous conceptualization in the model of subordinates' development levels. The authors of the model do not make clear how commitment is combined with competence to form four distinct levels of development (Graeff, 1997; Yukl, 1989). In one of the earliest versions of the model, Hersey and Blanchard (1969b) defined the four levels of commitment (maturity) as unwilling and unable (Level 1), willing and unable (Level 2), unwilling and able (Level 3), and willing and able (Level 4). Yet in a more recent version, represented by the SLII model, development level is described as high commitment and low competence in D1, low commitment and some competence in D2, variable commitment and high competence in D3, and high commitment and high competence in D4.

The authors of situational leadership do not explain the theoretical basis for these changes in the composition of each of the development levels. Furthermore, they do not explain how competence and commitment are weighted across different development levels. As pointed out by Blanchard et al. (1993), there is a need for further research to establish how competence and commitment are conceptualized for each development level. Closely related to the general criticism of ambiguity about subordinates' development levels is a concern with how commitment itself is conceptualized in the model. For example, Graeff (1997) suggested the conceptualization is very unclear. Blanchard et al. (1985) stated that subordinates' commitment is composed of confidence and motivation, but it is not clear how confidence and motivation combine to define commitment. According to the SLII model, commitment starts out high in D1, moves down in D2, becomes variable in D3, and then rises again in D4. Intuitively, it appears more logical to describe subordinate commitment as existing on a continuum moving from low to moderate to high.

The argument provided by Blanchard et al. (1993) for how commitment varies in the SLII model is that subordinates usually start out motivated and eager to learn, then they may become discouraged and disillusioned, next they may begin to lack confidence or motivation, or both, and last they become highly confident and motivated. But why is this so? Why do subordinates who learn a task become less committed? Why is there a decrease in commitment at development levels 2 and 3? Without research

findings to substantiate the way subordinate commitment is conceptualized, this dimension of situational leadership remains unclear.

A fourth criticism of situational leadership has to do with how the model matches leader style with subordinate development level—the prescriptions of the model. To determine the validity of the prescriptions suggested by the Hersey and Blanchard approach, Vecchio (1987) conducted a study of more than 300 high school teachers and their principals. He found that newly hired teachers were more satisfied and performed better under principals who had highly structured leadership styles, but the performance of more experienced and mature teachers was unrelated to the style their principals exhibited. In essence, the Vecchio findings suggest that in terms of situational leadership, it is appropriate to match a highly structured S1 style of leadership with immature subordinates, but it is not clear whether it is appropriate to match S2, S3, and S4, respectively, with more mature subordinates. In a replication study using university employees, Fernandez and Vecchio (1997) found similar results. Taken together, these studies fail to support the basic prescriptions suggested in the situational leadership model.

A fifth criticism of situational leadership is that it fails to account for how certain demographic characteristics (e.g., education, experience, age, and gender) influence the leader–subordinate prescriptions of the model. For example, a study conducted by Vecchio and Boatwright (2002) showed that level of education and job experience were inversely related to directive leadership and not related to supportive leadership. In other words, employees with more education and more work experience desired less structure. Interestingly, age was positively related to desire for structure: The older employees desired more structure than the younger employees. In addition, their findings indicated that female and male employees had different preferences for styles of leadership. Female employees expressed a stronger preference for supportive leadership, whereas male employees had a stronger desire for directive leadership. These findings indicate that demographic characteristics may affect employees' preferences for a particular leadership style. However, these characteristics are not considered in the situational leadership model.

Situational leadership can also be criticized from a practical standpoint because it does not fully address the issue of one-to-one versus group leadership in an organizational setting. For example, should a leader with a group of 20 employees lead by matching her or his style to the overall development level of the group or to the development level of individual members of the group? Carew, Parisi-Carew, and Blanchard (1990)

suggested that groups go through development stages that are similar to individuals', and therefore leaders should try to match their styles to the group's development level. However, if the leader matches her or his style to the mean development level of a group, how will this affect the individuals whose development levels are quite different from those of their colleagues? Existing research on situational leadership does not answer this question. More research is needed to explain how leaders can adapt their styles simultaneously to the development levels of individual group members and the group as a whole.

A final criticism of situational leadership can be directed at the leadership questionnaires that accompany the model. Questionnaires on situational leadership typically ask respondents to analyze various work situations and select the best leadership style for each situation. The questionnaires are constructed so as to force respondents to describe leadership style in terms of the specific parameters of situational leadership (i.e., directing, coaching, supporting, and delegating) rather than in terms of other leadership behaviors. Because the best answers available to respondents have been predetermined, the questionnaires are biased in favor of situational leadership (Graeff, 1983; Yukl, 1989).

APPLICATION

As we discussed earlier in the chapter, situational leadership is used in consulting because it is an approach that is easy to conceptualize and apply. The straightforward nature of situational leadership makes it practical for managers to use.

The principles of this approach can be applied at many different levels in an organization. They can apply to how a chief executive officer (CEO) of a large corporation works with her or his board of directors, and they can also apply to how a crew chief in an assembly plant leads a small group of production workers. Middle managers can use situational leadership to direct staff meetings, and heads of departments can use this approach in planning structural changes within an organization. There is no shortage of opportunities for using situational leadership.

Situational leadership applies during the initial stages of a project, when idea formation is important, and during the various subsequent phases of a project, when implementation issues are important. The fluid nature of

situational leadership makes it ideal for applying to subordinates as they move forward or go backward (regress) on various projects. Because situational leadership stresses adapting to followers, it is ideal for use with followers whose commitment and competence change over the course of a project.

Given the breadth of the situational approach, it is applicable in almost any type of organization, at any level, for nearly all types of tasks. It is an encompassing model with a wide range of applications.

CASE STUDIES

To see how situational leadership can be applied in different organizational settings, you may want to assess Case Studies 5.1, 5.2, and 5.3. For each of the cases, ask yourself what you would do if you found yourself in a similar situation. At the end of each case, there are questions that will help you analyze the context from the perspective of situational leadership.

CASE 5.1

What Style Do I Use?

Bruce Cannon is the owner of a 5-year-old small plastics company that employs about 20 people. The company consists of three areas: engineering, sales, and production. For each of these areas, there is a single manager.

Rick Nakano heads the engineering crew. He is a seasoned engineer and is the oldest employee in the company (he is 55 years old). Rick was hired because of his engineering ability and experience.

Before joining the company, Rick worked for 20 years as an engineer for Ford Motor Company. His coworkers perceive him as very competent, even-tempered, and interested in the company.

Rick has been spending most of his time in recent weeks on developing a long-range plan for the company. His goal is to develop a creative model for making decisions about future expenditures for materials, equipment, plant development, and personnel. Rick feels good about the way upper management has reacted to the first drafts of his plans.

Beth Edwards heads the sales force, which is the smallest unit in the company. Beth is the most recent hire in the company and has 15 years of sales experience in a different product area. Beth's peers see her as highly motivated but not too knowledgeable about the company's products. Beth's goal is to increase the company's annual sales by 30%. However, the first quarter sales figures indicate the rate of growth to be only 2%.

Although Beth has been upbeat since the day she arrived, in recent weeks there have been problems in her department. Her sales staff talks about how little she knows about the plastics industry. In discussions about new products, Beth often is confused. In addition, she has difficulty describing the company's capabilities to customers because she does not understand fully how a plastics company of this type functions.

Steve Lynch is the manager of production and has been with the company since its inception. Steve started out with the company just out of high school, working on the line, and moved up in the company as a result of his hard work. His goal is to streamline production and decrease costs by 10%. He knows production backward and forward but is a bit apprehensive about his new role as production manager. In fact, Steve is afraid he might fail as manager. He does not know whether he is ready to have others depend on him when he has always been the one depending on others. The owner, Bruce, has great faith in Steve and has had several meetings with him to clarify his role and reassure him that he can do the work. He is certain that Steve will be an outstanding production manager.

Bruce Cannon meets weekly with each of his managers to talk about how their group is fitting in with the overall company goals. In his upcoming weekly conference, he wants to discuss with them what new procedures they could implement within their departments to improve their long-term performance. Bruce is wondering how he should approach each of his managers.

Questions

According to the basic assumptions of situational leadership,

1. Where would you place the three managers in regard to levels of development in the SLII model (see Figure 5.1)?
2. If you were Bruce Cannon, would you act the same toward each of the three managers?
3. Which conference will be the hardest for you, and which will be the easiest? Why?



CASE 5.2

Why Aren't They Listening?

Jim Anderson is a training specialist in the human resource department of a large pharmaceutical company. In response to a recent companywide survey, Jim specifically designed a 6-week training program on listening and communication skills for effective management in the company. Jim's goals for the seminar are twofold: for participants to learn new communication behaviors and for participants to enjoy the seminar so they will want to attend future seminars.

The first group to be offered the program was middle-level managers in research and development. This group consisted of about 25 people, nearly all of whom had advanced degrees. Most of this group had attended several in-house training programs in the past, so they had a sense of how the seminar would be designed and run. Because the previous seminars had not always been very productive, many of the managers felt a little disillusioned about coming to the seminar. As one of the managers said, "Here we go again: a fancy in-house training program from which we will gain nothing."

Because Jim recognized that the managers were very experienced, he did not put many restrictions on attendance and participation. He used a variety of presentation methods and actively solicited involvement from the managers in the seminar. Throughout the first two sessions, he went out of his way to be friendly with the group. He gave them frequent coffee breaks during the sessions, and during these breaks he promoted socializing and networking.

During the third session, Jim became aware of some difficulties with the seminar. Rather than the full complement of 25 managers, attendance had dropped to only about 15 managers. Although the starting time was established at 8:30, attendees had been arriving as late as 10:00. During the afternoon sessions, some of the managers were leaving the sessions to return to their offices at the company.

As he approached the fourth session, Jim was apprehensive about why things had been going poorly. He had become quite uncertain about how he should approach the group. Many questions were running through his mind. Had he treated the managers in the wrong way? Had he been too easy regarding attendance at the sessions? Should he have said something about the managers skipping out in the afternoon? Weren't the participants taking the seminar seriously? Jim was certain that the content of the seminars was innovative and substantive, but he could not figure out

what he could change to make the program more successful. He sensed that his style was not working for this group, but he didn't have a clue as to how he should change what he was doing to make the sessions better.

Questions

According to the SLII model (see Figure 5.1),

1. What style of leadership is Jim Anderson using to run the seminars?
2. At what level are the managers?
3. From a leadership perspective, what is Jim doing wrong?
4. What specific changes could Jim implement to improve the seminars?



CASE 5.3

Getting the Message Across

Ann Caldera is the program director of a college campus radio station (WCBA) that is supported by the university. WCBA has a long history and is seen favorably by students, faculty, the board of trustees, and the people in the community.

Ann does not have a problem getting students to work at WCBA. In fact, it is one of the most sought-after university-related activities. The few students who are accepted to work at WCBA are always highly motivated because they value the opportunity to get hands-on media experience. In addition, those who are accepted tend to be highly confident (sometimes naively so) of their own radio ability. Despite their eagerness, most of them lack a full understanding of the legal responsibilities of being on the air.

One of the biggest problems that confronts Ann every semester is how to train new students to follow the rules and procedures of WCBA when they are doing on-air announcing for news, sports, music, and other radio

programs. It seems as if every semester numerous incidents arise in which an announcer violates in no small way the FCC rules for appropriate air-time communication. For example, rumor has it that one year a first-year student disc jockey on the evening shift announced that a new band was playing in town, the cover was five dollars, and everyone should go to hear the group. Making an announcement such as this is a clear violation of FCC rules; it is illegal.

Ann is frustrated with her predicament but cannot seem to figure out why it keeps occurring. She puts a lot of time and effort into helping new DJs, but they just do not seem to get the message that working at WCBA is a serious job and obeying the FCC rules is an absolute necessity. Ann is wondering whether her leadership style is missing the mark.

Each semester, Ann gives the students a very complete handout on policies and procedures. In addition, she tries to get to know each of the new students personally. Because she wants everybody to be happy at WCBA, she tries very hard to build a relational climate at the station. Repeatedly, students say that Ann is the nicest adviser on campus. Because she recognizes the quality of her students, Ann lets them do mostly what they want at the station.

Questions

1. What's the problem at WCBA?
2. Using SLII as a basis, what would you advise Ann to do differently at the station?
3. Based on situational leadership, what creative schemes could she use to reduce FCC infractions at WCBA?



LEADERSHIP INSTRUMENT

Although different versions of instruments have been developed to measure situational leadership, nearly all of them are constructed similarly. As a rule, the questionnaires provide 12 to 20 work-related situations and ask respondents to select their preferred style for each situation from four alternatives. The situations and styles are written so as to directly represent the leadership

styles of the four quadrants in the model. Questionnaire responses are scored so as to give respondents information about their primary and secondary leadership styles, their flexibility, and their leadership effectiveness.

The Brief Questionnaire provided in this section illustrates how leadership style is measured in questionnaires of situational leadership. For each situation on the questionnaire, you have to identify the development level of the employees in the situation and then select one of the four response alternatives that indicate the style of leadership you would use in that situation.

Expanded versions of the Brief Questionnaire give respondents an overall profile of their leadership style. By analyzing the alternative choices a respondent makes on the questionnaire, one can determine his or her primary and secondary leadership styles. By analyzing the range of choices a respondent makes, one can determine her or his leadership flexibility. Leadership effectiveness and diagnostic ability can be measured by analyzing the number of times the respondent made accurate assessments of a preferred leadership style.

In addition to these self-scored questionnaires, situational leadership uses similar forms to tap the concurrent perceptions that bosses, associates, and followers have of a person's leadership style. These questionnaires give respondents a wide range of feedback on their leadership styles and the opportunity to compare their own views of leadership with the way others view them in a leadership role.

SITUATIONAL LEADERSHIP: A BRIEF QUESTIONNAIRE

Instructions: Look at the following four leadership situations and indicate what the development level is in each situation, which leadership style each response represents, and which leadership style is needed in the situation (action A, B, C, or D?).

Situation 1

Because of budget restrictions imposed on your department, it is necessary to consolidate. You are thinking of asking a highly capable and experienced member of your department to take charge of the consolidation. This person has worked in all areas of your department and has the trust and respect of most of the staff. She is very willing to help with the consolidation.

- A. Assign the project to her and let her determine how to accomplish it.
- B. Assign the task to her, indicate to her precisely what must be done, and supervise her work closely.
- C. Assign the task to her and provide support and encouragement as needed.
- D. Assign the task to her and indicate to her precisely what needs to be done but make sure you incorporate her suggestions.

Development level _____ Action _____

Situation 2

You have recently been made a department head of the new regional office. In getting to know your departmental staff, you have noticed that one of your inexperienced employees is not following through on assigned tasks. She is enthusiastic about her new job and wants to get ahead in the organization.

- A. Discuss the lack of follow-through with her and explore the alternative ways this problem can be solved.
- B. Specify what she must do to complete the tasks but incorporate any suggestions she may have.
- C. Define the steps necessary to complete the assigned tasks and monitor her performance frequently.
- D. Let her know about the lack of follow-through and give her more time to improve her performance.

Development level _____ Action _____

Situation 3

Because of a new and very important unit project, for the past 3 months you have made sure that your staff members understood their responsibilities and expected level of performance, and you have supervised them closely. Due to some project setbacks recently, your staff has become somewhat discouraged. Their morale has dropped, and so has their performance.

- A. Continue to direct and closely supervise their performance.
- B. Give the group members more time to overcome the setbacks but occasionally check their progress.
- C. Continue to define group activities but involve the group members more in decision making and incorporate their ideas.
- D. Participate in their problem-solving activities and encourage and support their efforts to overcome the project setbacks.

Development level _____ Action _____

Situation 4

As a director of the sales department, you have asked a member of your staff to take charge of a new sales campaign. You have worked with this person on other sales campaigns, and you know he has the job knowledge and experience to be successful at new assignments. However, he seems a little unsure about his ability to do the job.

- A. Assign the new sales campaign to him and let him function on his own.
- B. Set goals and objectives for this new assignment but consider his suggestions and involve him in decision making.
- C. Listen to his concerns but assure him he can do the job and support his efforts.
- D. Tell him exactly what the new campaign involves and what you expect of him, and supervise his performance closely.

Development level _____ Action _____

SOURCE: Adapted from *Game Plan for Leadership and the One Minute Manager* (Figure 5.20, Learning Activity, p. 5), by K. Blanchard, P. Zigarmi, and D. Zigarmi, 1992, Escondido, CA: Blanchard Training and Development (phone 760-489-5005). Used with permission.

Scoring Interpretation

A brief discussion of the correct answers to the Brief Questionnaire will help to explain the nature of situational leadership questionnaires.

Situation 1 in the Brief Questionnaire describes a common problem faced by organizations during downsizing: having to consolidate. In this particular situation, the leader has identified a person to direct the downsizing project who appears to be highly competent, experienced, and motivated. According to the SLII model, this person is at developmental level 4, which calls for a delegative approach. Of the four response alternatives, it is the (A) response, "Assign the project to her and let her determine how to accomplish it," that best represents delegating (S4): low supportive and low directive leadership.

Situation 2 describes a problem familiar to leaders at all levels in nearly all organizations: lack of follow-through by an enthusiastic employee. In the given example, the employee falls in developmental level 1 because she lacks the experience to do the job even though she is highly motivated to succeed. The SLII approach prescribes directing (S1) leadership for this type of employee. She needs to be told when and how to do her specific job. After she is given directions, her performance should be supervised closely. The correct response is (C), "Define the steps necessary to complete the assigned tasks and monitor her performance frequently."

Situation 3 describes a very different circumstance. In this situation, the employees seem to have developed some experience and an understanding of what is required of them, but they have lost some of their motivation to complete the task. Their performance and commitment have stalled because of recent setbacks, even though the leader has been directing them closely. According to SLII, the correct response for the leader is to shift to a more supportive coaching style (S2) of leadership. The action response that reflects coaching is (C), "Continue to define group activities but involve the group members more in decision making and incorporate their ideas."

Situation 4 describes some of the concerns that arise for a director attempting to identify the correct person to head a new sales campaign. The person identified for the position obviously has the skills necessary to do a good job with the new sales campaign, but he appears apprehensive about his own abilities. In this context, SLII suggests that the director should use a supportive style (S3), which is consistent with leading employees who are competent but lacking a certain degree of confidence. A supportive style is represented by action response (C), "Listen to his concerns but assure him he can do the job and support his efforts."

Now select two employees. Diagnose their current development level on three different tasks and your style of leadership in each situation. Is there a

match? If not, what specifically can you do for them as a leader to ensure that they have what they need to succeed?



SUMMARY

Situational leadership is a prescriptive approach to leadership that suggests how leaders can become effective in many different types of organizational settings involving a wide variety of organizational tasks. This approach provides a model that suggests to leaders how they should behave based on the demands of a particular situation.

Situational leadership classifies leadership into four styles: S1 is high directive–low supportive, S2 is high directive–high supportive, S3 is low directive–high supportive, and S4 is low directive–low supportive. The situational leadership (SLII) model describes how each of the four leadership styles applies to subordinates who work at different levels of development, from D1 (low in competence and high in commitment), to D2 (moderately competent and low in commitment), to D3 (moderately competent but lacking commitment), to D4 (great deal of competence and a high degree of commitment).

Effective leadership occurs when the leader can accurately diagnose the development level of subordinates in a task situation and then exhibit the prescribed leadership style that matches that situation.

Leadership is measured in this approach through the use of questionnaires that ask respondents to assess a series of work-related situations. The questionnaires provide information about the leader's diagnostic ability, flexibility, and effectiveness. They are useful in helping leaders to learn about how they can change their leadership style to become more effective across different situations.

There are four major strengths to the situational approach. First, it is recognized by many as a standard for training leaders. Second, it is a practical approach that is easily understood and easily applied. Third, this approach sets forth a clear set of prescriptions for how leaders should act if they want to enhance their leadership effectiveness. Fourth, situational leadership recognizes and stresses that there is not one best style of leadership; instead,

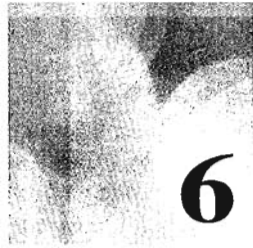
leaders need to be flexible and adapt their style to the requirements of the situation.

Criticisms of situational leadership suggest that it also has limitations. Unlike many other leadership theories, this approach does not have a strong body of research findings to justify and support the theoretical underpinnings on which it stands. As a result, there is ambiguity regarding how the approach conceptualizes certain aspects of leadership. It is not clear in explaining how subordinates move from low development levels to high development levels, nor is it clear on how commitment changes over time for subordinates. Without the basic research findings, the validity of the basic prescriptions for matching leader styles to subordinates' development levels must be questioned. Also, the model does not address how demographic characteristics affect employees' preferences for leadership. Finally, the model does not provide guidelines for how leaders can use this approach in group settings, as opposed to one-to-one contexts.

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Contingency Theory

DESCRIPTION

Although several approaches to leadership could be called contingency theories, the most widely recognized is Fiedler's (1964, 1967; Fiedler & Garcia, 1987) contingency theory. Contingency theory is a *leader-match* theory (Fiedler & Chemers, 1974), which means it tries to match leaders to appropriate situations. It is called *contingency* because it suggests that a leader's effectiveness depends on how well the leader's style fits the context. To understand the performance of leaders, it is essential to understand the situations in which they lead. Effective leadership is *contingent* on matching a leader's style to the right setting.

Fiedler developed contingency theory by studying the styles of many different leaders who worked in different contexts, primarily military organizations. He assessed leaders' styles, the situations in which they worked, and whether they were effective. After analyzing the styles of hundreds of leaders who were both good and bad, Fiedler and his colleagues were able to make empirically grounded generalizations about which styles of leadership were best and which styles were worst for a given organizational context.

In short, contingency theory is concerned with *styles* and *situations*. It provides the framework for effectively matching the leader and the situation.

Leadership Styles

Within the framework of contingency theory, leadership styles are described as *task motivated* or *relationship motivated*. Task-motivated leaders are concerned primarily with reaching a goal, whereas relationship-motivated leaders are concerned with developing close interpersonal relationships. To measure leader styles, Fiedler developed the Least Preferred Coworker (LPC) scale. Leaders who score high on this scale are described as relationship motivated, and those who score low on the scale are identified as task motivated.

Situational Variables

Contingency theory suggests that situations can be characterized in terms of three factors: *leader-member relations*, *task structure*, and *position power* (Figure 6.1). Leader-member relations consist of the group atmosphere and the degree of confidence, loyalty, and attraction that followers feel for their leader. If group atmosphere is positive and subordinates trust, like, and get along with their leader, the leader-member relations are defined as good; on the other hand, if the atmosphere is unfriendly and friction exists within the group, the leader-member relations are defined as poor.

The second situational variable, task structure, is the degree to which the requirements of a task are clear and spelled out. Tasks that are completely structured tend to give more control to the leader, whereas vague and unclear tasks lessen the leader's control and influence. A task is considered structured when (a) the requirements of the task are clearly stated and known by the people required to perform them, (b) the path to accomplishing the task has few alternatives, (c) completion of the task can be clearly demonstrated, and (d) only a limited number of correct solutions to the task exist. An example of a highly structured task is cleaning the milkshake machine at McDonald's. The rules for doing it are clearly stated to the employees, there is only one way to do it, whether it has been done can be verified, and whether it has been done correctly can also be determined easily. An example of a highly unstructured task is the task of running a fund-raiser for a local volunteer organization. Running a fund-raiser does not have a clear set of rules to follow, there are many alternative ways of doing it, one cannot verify the correctness of the way you did it, and no single best way exists to do the fund-raising.

Figure 6.1 Contingency Model

| | | | | | | | | | |
|----------------------------|-------------------------|------------|---------------|------------|----------------|------------|---------------|------------|-------------|
| Leader–Member Relations | GOOD | | | | POOR | | | | |
| Task Structure | High Structure | | Low Structure | | High Structure | | Low Structure | | |
| Position Power | Strong Power | Weak Power | Strong Power | Weak Power | Strong Power | Weak Power | Strong Power | Weak Power | |
| Preferred Leadership Style | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | |
| | Low LPCs Middle LPCs | | | | High LPCs | | | | Low LPCs |

SOURCE: Adapted from *A Theory of Leadership Effectiveness*, by F. E. Fiedler, 1967, New York: McGraw-Hill. Used by permission.

Position power, the third characteristic of situations, is the amount of authority a leader has to reward or to punish followers. It includes the legitimate power individuals acquire as a result of the position they hold in an organization. Position power is strong if a person has the authority to hire and fire or give raises in rank or pay; it is weak if a leader does not have the right to do these things.

Together, these three situational factors determine the favorableness of various situations in organizations. Situations that are rated most favorable are those having good leader–follower relations, defined tasks, and strong leader position power. Situations that are rated least favorable have poor leader–follower relations, unstructured tasks, and weak leader position power. Situations that are rated moderately favorable fall between these two extremes.

Based on research findings, contingency theory posits that certain styles are effective in certain situations. People who are task motivated (low LPC score) will be effective in both very favorable and very unfavorable situations, that is, in situations that are going along very smoothly or ones that are out of control. People who are relationship motivated (high LPC score) are effective in moderately favorable situations, that is, in situations in which there is some degree of certainty but things are neither completely under their control nor out of their control.

It is not entirely clear why leaders with high LPC scores are effective in moderately favorable situations or why leaders with low LPC scores are

effective in both very favorable and very unfavorable situations. Fiedler's (1995) current interpretation of the theory adds a degree of clarity to this issue. He provides the following line of reasoning for why leaders who are working in the "wrong" (i.e., mismatched) situation are ineffective: (a) a leader whose LPC style does not match a particular situation experiences stress and anxiety; (b) under stress, the leader reverts to less mature ways of coping that were learned in early development; and (c) the leader's less mature coping style results in poor decision making, which results in negative work outcomes. Although various interpretations of contingency theory can be made, researchers are still unclear regarding the inner workings of the theory.

HOW DOES CONTINGENCY THEORY WORK?

By measuring a leader's LPC score and the three situational variables, one can predict whether the leader is going to be effective in a particular setting. The relationship between a leader's style and various types of situations is illustrated in Figure 6.1. The figure is best understood by interpreting the rows from top to bottom. For example, a situation that has good leader-member relations, a structured task, and strong position power would fall in Category 1 of preferred leadership style. Or a situation that has poor leader-member relations, a structured task, and weak position power would fall in Category 6 of leadership style. By assessing the three situational variables, one can place any organizational context in one of the eight categories represented in Figure 6.1.

Once the nature of the situation is determined, the fit between the leader's style and the situation can be evaluated. The figure indicates that low LPCs (low LPC score) are effective in Categories 1, 2, 3, and 8, whereas high LPCs (high LPC score) are effective in Categories 4, 5, 6, and 7. Middle LPCs are effective in Categories 1, 2, and 3. If a leader's style matches the appropriate category in the model, he or she will be effective; if the leader's style does not match the category, he or she will not be effective.

It is important to point out that contingency theory stresses that leaders are not effective in all situations. If your style is a good match for the situation in which you work, you will be good at the job; if your style does not match the situation, you probably will fail.

STRENGTHS

Contingency theory has several major strengths. First, it is supported by a great deal of empirical research (see Peters, Hartke, & Pohlman, 1985; Strube & Garcia, 1981). In an era in which popular newsstand accounts of “how to be a successful leader” abound, contingency theory offers an approach to leadership that has a long tradition. Many researchers have tested it and have found it to be a valid and reliable approach to explaining how effective leadership can be achieved. Contingency theory is grounded in research.

Second, contingency theory has broadened our understanding of leadership by forcing us to consider the impact of situations on leaders. Before contingency theory was developed, leadership theories focused on whether there was a single, best type of leadership (e.g., trait approach). However, contingency theory emphasized the importance of focusing on the relationship between the leader’s style and the demands of various situations. In essence, contingency theory shifted the emphasis to leadership contexts, particularly the link between the leader and situations.

Third, contingency theory is predictive and therefore provides useful information about the type of leadership that is most likely to be effective in certain contexts. From the data provided by the LPC scale and the descriptions of three aspects of a situation (i.e., leader–member relations, task structure, and position power), it is possible to determine the probability of success for a given person in a given situation. This gives contingency theory predictive power that other leadership theories do not have.

Fourth, this theory is advantageous because it does not require that people be effective in all situations. So often leaders in organizations feel the need to be all things to all people, which may be asking too much of them. Contingency theory argues that leaders should not expect to be able to lead in every situation. Companies should try to place leaders in optimal situations, in situations that are ideal for their leadership style. When it is obvious that leaders are in the wrong situation, efforts should be made to change the work variables or move the leader to another context. Contingency theory matches the leader and the situation but does not demand that the leader fit every situation.

Fifth, contingency theory provides data on leaders’ styles that could be useful to organizations in developing leadership profiles. The LPC score is

one piece of information that could be used, along with other assessments in human resource planning, to develop profiles on individuals to determine how and where they would best serve an organization.

CRITICISMS

Although many studies support the validity of contingency theory, it has also received much criticism in the research literature. A brief discussion of these criticisms will help to clarify the overall value of contingency theory as a leadership theory.

First, contingency theory has been criticized because it fails to explain fully why people with certain leadership styles are more effective in some situations than in others. Fiedler (1993) calls this a black box problem because a level of mystery remains about why task-motivated leaders are good in extreme settings and relationship-motivated leaders are good in moderately favorable settings.

The answer provided by the theory for why leaders with low LPC scores are effective in extremes is that these people feel more certain in contexts where they have a lot of control and they feel comfortable strongly exerting themselves. On the other hand, high LPCs are not effective in extreme situations because when they have a lot of control they overreact; when they have little control, they tend to focus so much on relationships that they fail to do the task. In moderate situations, high LPCs are effective because they are allowed to focus on relationship issues, whereas low LPCs feel frustrated because of the lack of certainty. Because critics find these explanations somewhat inadequate, contingency theory is often challenged.

A second major criticism of this theory concerns the LPC scale. The LPC scale has been questioned because it does not seem valid on the surface, it does not correlate well with other standard leadership measures (Fiedler, 1993), and it is not easy to complete correctly.

The LPC scale measures a person's leadership style by asking the person to characterize another person's behavior. Because projection is involved in the measure, it is difficult for respondents to understand how their descriptions of another person on the scale reflect their own leadership style. It does not make sense on the surface to measure your style through your evaluations of another person's style.

Although it may not be adequate for many people, the answer to this criticism is that the LPC scale is a measure of a person's motivational hierarchy. Those who are highly task motivated see their least preferred coworker in a very negative light because that person gets in the way of their own accomplishment of a task. The primary need for these people is to get the job done, and only their secondary needs shift toward people issues. On the other hand, those who are relationship motivated see their least preferred coworker in more positive terms because their primary need is to get along with people, and only their secondary needs revolve around tasks. In short, the LPC scale measures a respondent's style by assessing the degree to which the respondent sees another person getting in the way of his or her own goal accomplishment.

Although it takes only a few minutes to complete, the instructions on the LPC scale are not clear; they do not fully explain how the respondent is to select his or her least preferred coworker. Some respondents may get confused between a person who is their least liked coworker and their least preferred coworker. Because their final LPC score is based on whom they choose as a least preferred coworker, the lack of clear directions on whom to choose as a least preferred coworker makes the LPC measure problematic.

Although Fiedler and his colleagues have research to back up the test-retest reliability of the LPC scale (Fiedler & Garcia, 1987), the scale remains suspect for many practitioners because it lacks face validity. Another criticism of contingency theory is that it is cumbersome to use in real-world settings. It is cumbersome because it entails assessing the leader's style and three complex situational variables (leader-member relations, task structure, and position power), each of which requires a different instrument. Administering a battery of questionnaires in ongoing organizations can be difficult because it breaks up the normal flow of organizational communication and operations.

A final criticism of contingency theory is that it fails to explain adequately what organizations should do when there is a mismatch between the leader and the situation in the workplace. Because it is a personality theory, contingency theory does not advocate teaching leaders how to adapt their styles to various situations as a means to improve leadership in an organization. Rather, this approach advocates that leaders engage in situational engineering, which means in essence changing situations to fit the leader. Although Fiedler and his colleagues argue that most situations can be changed in one respect or another to fit the leader's style, the prescriptions for how one engages in situational engineering are not clearly set forth in the theory.

In fact, situations are not always easily changed to match the leader's style. For example, if a leader's style does not match an unstructured, low-power situation, it may be impossible to make the task more structured and increase the position power to fit the leader's style. Similarly, progression up the management ladder in organizations may mean that a leader moves into a new situation in which her or his style does not fit. For example, a manager with a high LPC (relationship motivated) score might receive a promotion that places her in a context that has good leader-member relations, task structure, and position power, thus rendering her ineffective according to contingency theory. Certainly, it would be questionable for a company to change this situation, which otherwise would be considered nearly ideal in most ways. Overall, changing the situations can result in positive outcomes, but this does present significant workability problems for organizations.

APPLICATION

Contingency theory has many applications in the organizational world: It can be used to answer a host of questions about the leadership of individuals in various types of organizations. For example, it can be used to explain why a person is ineffective in a particular position even though the person is a conscientious, loyal, and hard-working manager. Also, the theory can be used to predict whether a person who has worked well in one position in an organization will be equally effective if moved into a quite different position in the same company. Furthermore, contingency theory can point to changes that upper management might like to make in a lower-level position in order to guarantee a good fit between an existing manager and a particular work context. These are just a few of the ways in which this theory could be applied in organizational settings.

CASE STUDIES

The following three case studies (Cases 6.1, 6.2, and 6.3) provide leadership situations that can be analyzed and evaluated from the perspective of contingency theory. As you read the cases, try to diagnose them using the principles of contingency theory. It will be helpful to try to categorize each case using information provided in Figure 6.1. At the end of each case, a series of questions will help you analyze the case.

CASE 6.1**No Control Over the Student Council**

Tamara Popovich has been elected president of the student council at the local college she attends. She likes the other council members, and they seem to like her. Her first job as president of the council is to develop a new policy for student computer fees. Because this is the first year that computer fees are being assessed, there are no specific guidelines for what should be included in this policy. Because the council members are elected by the student body, Tamara has no control over how they work. She has no way of rewarding or punishing them. In a leadership course Tamara took, she filled out the LPC questionnaire, and her score was 98.

Questions

1. How will Tamara do as president of the student council?
2. According to her LPC score, what are her primary needs?
3. How will these needs affect her ability to develop the new policy for computer fees?
4. How can Tamara change the situation to match her management style?



CASE 6.2**Giving Him a Hard Time**

Bill Smith has been the high school band teacher for 15 years. Every year, he is in charge of planning and conducting a different type of concert for the holidays. This year, his plan is to present a special jazz program in conjunction with the senior choir. For some reason, the band and choir members have it in for Bill and are constantly giving him trouble. Band and choir are extracurricular activities in which students volunteer to participate. While taking a management class at a local university, Bill took the LPC scale, and his score was 44.

Questions

According to Figure 6.1,

1. What category does this situation fall into?
2. Will Bill be successful in his efforts to run the holiday program?
3. Should the school administration make any changes regarding Bill's position?



CASE 6.3

What's the Best Leader Match?

Universal Drugs is a family-owned pharmaceutical company that manufactures generic drugs such as aspirin and vitamin pills. The owners of the company have expressed a strong interest in making the management of the company, which traditionally has been very authoritarian, more teamwork oriented.

To design and implement the new management structure, the owners have decided to create a new position. The person in this position would report directly to the owners and have complete freedom to conduct performance reviews of all managers directly involved in the new system. Two employees from within the company have applied for the new position.

Mrs. Lee has been with Universal for 15 years and has been voted by her peers most outstanding manager three different times. She is friendly, honest, and extremely conscientious about reaching short-term and long-term goals. When given the LPC scale by the personnel department, Mrs. Lee received a score of 52.

Mr. Washington came to Universal 5 years ago with an advanced degree in organizational development. He is director of training, where all of his subordinates say he is the most caring manager they have ever had. While at Universal, Mr. Washington has built a reputation for being a real people person. Reflecting his reputation is his score on the LPC scale, an 89.

Questions

According to contingency theory,

1. Which of the two applicants should the new owner choose to head the new management structure? Why?
2. Could the owner define the new position, according to contingency theory, in such a way that it would qualify one of the applicants better than the other?
3. Will Universal Drugs benefit by using contingency theory in its decision making regarding its new management structure?



LEADERSHIP INSTRUMENT

The LPC scale is used in contingency theory to measure a person's leadership style. For example, it measures your style by having you describe a coworker with whom you had difficulty completing a job. This needn't be a coworker you disliked a great deal but rather someone with whom you least like to work. After you have selected this person, the LPC instrument asks you to describe your coworker on 18 sets of adjectives.

Low LPCs are task motivated. Their primary needs are to accomplish tasks, and their secondary needs are focused on getting along with people. In a work setting, they are concerned with achieving success on assigned tasks, even at the cost of poor interpersonal relationships with coworkers. Low LPCs gain self-esteem by achieving their goals. They may attend to interpersonal relationships, but only after they first have directed themselves toward the tasks of the group.

Middle LPCs are socio-independent leaders. In the context of work, they are self-directed and not overly concerned with the task or with how others view them. They are more removed from the situation and act more independently than low or high LPCs.

High LPCs are motivated by relationships. These people derive their major satisfaction in an organization from interpersonal relationships. A high LPC sees positive qualities even in the coworker she or he least prefers, even though the high LPC does not work well with that person. In an organizational setting, the high LPC attends to tasks, but only after she or he is certain that the relationships between people are in good shape.

LEAST PREFERRED COWORKER (LPC) MEASURE

Instructions: Think of the person with whom you can work least well. He or she may be someone you work with now or someone you knew in the past. He or she does not have to be the person you like the least but should be the person with whom you had the most difficulty in getting a job done. Describe this person as he or she appears to you by circling the appropriate number for each of the following items.

| | | | | | | | | | |
|-------------------|---|---|---|---|---|---|---|---|---------------|
| 1. Pleasant | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Unpleasant |
| 2. Friendly | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Unfriendly |
| 3. Rejecting | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Accepting |
| 4. Tense | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Relaxed |
| 5. Distant | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Close |
| 6. Cold | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Warm |
| 7. Supportive | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Hostile |
| 8. Boring | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Interesting |
| 9. Quarrelsome | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Harmonious |
| 10. Gloomy | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Cheerful |
| 11. Open | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Closed |
| 12. Backbiting | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Loyal |
| 13. Untrustworthy | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Trustworthy |
| 14. Considerate | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Inconsiderate |
| 15. Nasty | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Nice |
| 16. Agreeable | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Disagreeable |
| 17. Insincere | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Sincere |
| 18. Kind | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Unkind |

SOURCE: Adapted from "The LPC Questionnaire," in *Improving Leadership Effectiveness* by Fielder, F. E., & Chemers, M. M. Copyright © 1984. Reprinted with permission.

Scoring Interpretation

Your final LPC score is the sum of the numbers you circled on the 18 scales. If your score is 57 or below, you are a low LPC, which suggests that you are task motivated. If your score is within the range of 58 to 63, you are a middle LPC, which means you are independent. People who score 64 or above are called high LPCs, and they are thought to be more relationship motivated.

Because the LPC is a personality measure, the score you get on the LPC scale is believed to be quite stable over time and not easily changed. Low LPCs tend to remain low, moderate LPCs tend to remain moderate, and high LPCs tend to remain high. As was pointed out earlier in the chapter, research shows that the test–retest reliability of the LPC is very strong (Fiedler & Garcia, 1987).



SUMMARY

Contingency theory represents a shift in leadership research from focusing on only the leader to looking at the leader in conjunction with the situation in which the leader works. It is a leader-match theory that emphasizes the importance of matching a leader's style with the demands of a situation.

To measure leadership style, a personality-like measure called the Least Preferred Coworker (LPC) scale is used. It delineates people who are highly task motivated (low LPCs), those who are socio-independent (middle LPCs), and those who are relationship motivated (high LPCs).

To measure situations, three variables are assessed: leader–member relations, task structure, and position power. Taken together, these variables point to the style of leadership that has the best chance of being successful. In general, contingency theory suggests that low LPCs are effective in extremes and that high LPCs are effective in moderately favorable situations.

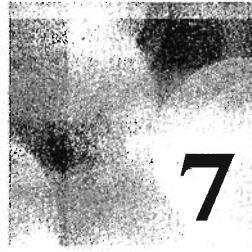
The strengths of contingency theory include that it is backed by a large amount of research, it is the first leadership theory to emphasize the impact of situations on leaders, it is predictive of leadership effectiveness, it allows leaders not to be effective in all situations, and it can provide useful leadership profile data.

On the negative side, contingency theory can be criticized because it has not adequately explained the link between styles and situations, and it relies

heavily on the LPC scale, which has been questioned for its face validity and workability. Contingency theory is not easily used in ongoing organizations. Finally, it does not fully explain how organizations can use the results of this theory in situational engineering. Regardless of these criticisms, contingency theory has made a substantial contribution to our understanding of the leadership process.

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Path–Goal Theory

DESCRIPTION

Path–goal theory is about how leaders motivate subordinates to accomplish designated goals. Drawing heavily from research on what motivates employees, path–goal theory first appeared in the leadership literature in the early 1970s in the works of Evans (1970), House (1971), House and Dessler (1974), and House and Mitchell (1974). The stated goal of this leadership theory is to enhance employee performance and employee satisfaction by focusing on employee motivation.

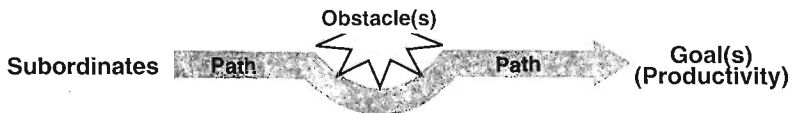
In contrast to the situational approach, which suggests that a leader must adapt to the development level of subordinates (see Chapter 5), and unlike contingency theory, which emphasizes the match between the leader’s style and specific situational variables (see Chapter 6), path–goal theory emphasizes the relationship between the leader’s style and the characteristics of the subordinates and the work setting. The underlying assumption of path–goal theory is derived from expectancy theory, which suggests that subordinates will be motivated if they think they are capable of performing their work, if they believe their efforts will result in a certain outcome, and if they believe that the payoffs for doing their work are worthwhile.

For the leader, the challenge is to use a leadership style that best meets subordinates’ motivational needs. This is done by choosing behaviors that complement or supplement what is missing in the work setting. Leaders try

to enhance subordinates' goal attainment by providing information or rewards in the work environment (Indvik, 1986); leaders provide subordinates with the elements they think their subordinates need to reach their goals.

According to House and Mitchell (1974), leadership generates motivation when it increases the number and kinds of payoffs that subordinates receive from their work. Leadership also motivates when it makes the path to the goal clear and easy to travel through coaching and direction, when it removes obstacles and roadblocks to attaining the goal, and when it makes the work itself more personally satisfying (Figure 7.1).

Figure 7.1 *The Basic Idea Behind Path–Goal Theory*



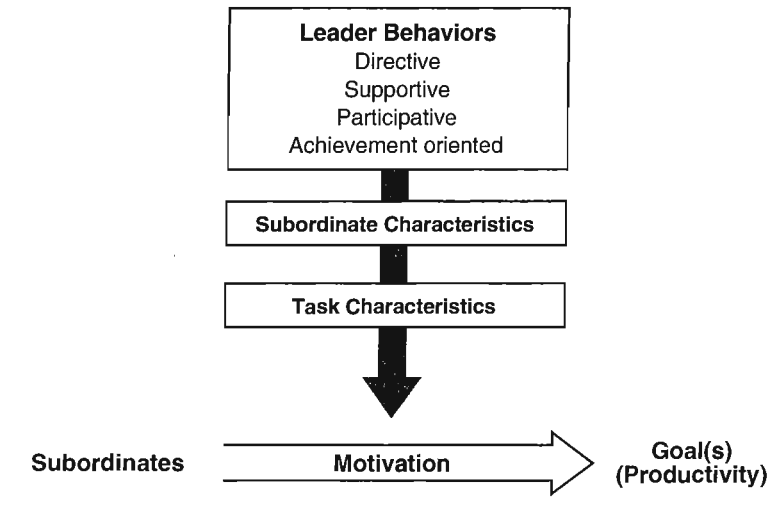
Path–Goal Leadership

- Defines goals
- Clarifies path
- Removes obstacles
- Provides support

In brief, path–goal theory is designed to explain how leaders can help subordinates along the path to their goals by selecting specific behaviors that are best suited to subordinates' needs and to the situation in which subordinates are working. By choosing the appropriate style, leaders increase subordinates' expectations for success and satisfaction.

Conceptually, path–goal theory is complex; therefore, it is useful to break it down into smaller units so that we can better understand the complexities of this approach.

Figure 7.2 illustrates the different components of path–goal theory, including leader behaviors, subordinate characteristics, task characteristics, and motivation. Path–goal theory suggests that each type of leader behavior

Figure 7.2 Major Components of Path-Goal Theory

has a different kind of impact on subordinates' motivation. Whether a particular leader behavior is motivating to subordinates is contingent on the subordinates' characteristics and the characteristics of the task.

LEADER BEHAVIORS

Although many different leadership behaviors could have been selected to be a part of path-goal theory, this approach has so far examined *directive*, *supportive*, *participative*, and *achievement-oriented* leadership behaviors (House & Mitchell, 1974, p. 83). Path-goal theory is explicitly left open to the inclusion of other variables.

Directive Leadership

Directive leadership is similar to the "initiating structure" concept described in the Ohio State studies (Halpin & Winer, 1957) and the "telling" style described in situational leadership. It characterizes a leader who gives subordinates instructions about their task, including what is

expected of them, how it is to be done, and the time line for when it should be completed. A directive leader sets clear standards of performance and makes the rules and regulations clear to subordinates.

Supportive Leadership

Supportive leadership resembles the consideration behavior construct that was identified by the Ohio State studies discussed in Chapter 4. Supportive leadership consists of being friendly and approachable as a leader and includes attending to the well-being and human needs of subordinates. Leaders using supportive behaviors go out of their way to make work pleasant for subordinates. In addition, supportive leaders treat subordinates as equals and give them respect for their status.

Participative Leadership

Participative leadership consists of inviting subordinates to share in the decision making. A participative leader consults with subordinates, obtains their ideas and opinions, and integrates their suggestions into the decisions about how the group or organization will proceed.

Achievement-Oriented Leadership

Achievement-oriented leadership is characterized by a leader who challenges subordinates to perform work at the highest level possible. This leader establishes a high standard of excellence for subordinates and seeks continuous improvement. In addition to expecting a lot from subordinates, achievement-oriented leaders show a high degree of confidence that subordinates are capable of establishing and accomplishing challenging goals.

House and Mitchell (1974) suggested that leaders may exhibit any or all of these four styles with various subordinates and in different situations. Path-goal theory is not a trait approach that locks leaders into only one kind of leadership; leaders should adapt their styles to the situation or to the motivational needs of their subordinates. For example, if subordinates need participative leadership at one point in a task and directive leadership at another, the leader can change her or his style as needed. Different situations may call for different types of leadership behavior. Furthermore,

there may be instances when it is appropriate for a leader to use a blend of leadership styles that incorporates more than one style at the same time.

In addition to leader behaviors, Figure 7.2 illustrates two other major components of path–goal theory: subordinate characteristics and task characteristics. Each of these two sets of characteristics influences the way leaders' behaviors affect subordinate motivation. In other words, the impact of leadership is *contingent* on the characteristics of both subordinates and their task.

SUBORDINATE CHARACTERISTICS

Subordinate characteristics determine how a leader's behavior is interpreted by subordinates in a given work context. Researchers have focused on subordinates' *needs for affiliation*, *preferences for structure*, *desires for control*, and *self-perceived level of task ability*. These characteristics, and many others, determine the degree to which subordinates find the behavior of a leader an immediate source of satisfaction or instrumental to some future satisfaction.

Path–goal theory predicts that subordinates who have strong *needs for affiliation* prefer supportive leadership because friendly and concerned leadership is a source of satisfaction. For subordinates who are dogmatic and authoritarian and have to work in uncertain situations, path–goal theory suggests directive leadership because that provides psychological *structure* and task clarity. Directive leadership helps these subordinates by clarifying the path to the goal and making it less ambiguous. The authoritarian type of subordinate feels more comfortable when the leader provides a greater sense of certainty in the work setting.

Subordinates' *desires for control* have received special attention in path–goal research through studies of a personality construct locus of control that can be subdivided into internal and external dimensions. Subordinates with an *internal locus of control* believe that they are in charge of the things that occur in their life, whereas those with an *external locus of control* believe that chance, fate, or outside forces determine life events. Path–goal theory suggests that for subordinates with an internal locus of control, participative leadership is most satisfying because it allows them to feel in charge of their work and to be an integral part of decision making. For subordinates with an external locus of control, path–goal theory

suggests that directive leadership is best because it parallels subordinates' feelings that outside forces control their circumstances.

Another way in which leadership affects subordinates' motivation is the *subordinates' perception of their own ability* to perform a specific task. As subordinates' perception of their own abilities and competence goes up, the need for directive leadership goes down. In effect, directive leadership becomes redundant and perhaps excessively controlling when subordinates feel competent to complete their own work.

TASK CHARACTERISTICS

In addition to subordinate characteristics, task characteristics also have a major impact on the way a leader's behavior influences subordinates' motivation (see Figure 7.2). Task characteristics include the design of the *subordinate's task*, the *formal authority system* of the organization, and the *primary work group* of subordinates. Collectively, these characteristics in themselves can provide motivation for subordinates. When a situation provides a clearly structured task, strong group norms, and an established authority system, subordinates will find the paths to desired goals apparent and will not need a leader to clarify goals or coach them in how to reach these goals. Subordinates will feel as if they can accomplish their work and that their work is of value. Leadership in these types of contexts could be seen as unnecessary, unempathic, and excessively controlling.

In some situations, however, the *task characteristics* may call for leadership involvement. Tasks that are unclear and ambiguous call for leadership input that provides structure. Also, tasks that are highly repetitive call for leadership that gives support in order to maintain subordinates' motivation. In work settings where the *formal authority system* is weak, leadership becomes a tool that helps subordinates by making the rules and work requirements clear. In contexts where the *group norms* are weak or non-supportive, leadership assists in building cohesiveness and role responsibility.

A special focus of path-goal theory is on helping subordinates overcome obstacles. Obstacles could be just about anything in the work setting that gets in the way of subordinates. Specifically, obstacles create excessive uncertainties, frustrations, or threats for subordinates. In these settings, path-goal theory suggests that it is the leader's responsibility to help subordinates by removing these obstacles or helping them around them. Helping

subordinates around these obstacles will increase subordinates' expectations that they can complete the task and increase their sense of job satisfaction.

In 1996, House published a reformulated path–goal theory that extends his original work to include eight classes of leadership behaviors. Besides the four leadership behaviors discussed previously in this chapter, (a) directive, (b) supportive, (c) participative, and (d) achievement-oriented behavior, the new theory adds (e) work facilitation, (f) group-oriented decision process, (g) work-group representation and networking, and (h) value-based leader behavior. The essence of the new theory is the same as the original: To be effective, leaders need to help subordinates by giving them what is missing in their environment and by helping them compensate for deficiencies in their abilities.

HOW DOES PATH–GOAL THEORY WORK?

Path–goal theory is an approach to leadership that is theoretically complex but also pragmatic. In theory, it provides a set of assumptions about how various leadership styles interact with characteristics of subordinates and the work setting to affect the motivation of subordinates. In practice, the theory provides direction about how leaders can help subordinates to accomplish their work in a satisfactory manner. Table 7.1 illustrates how leader behaviors are related to subordinate and task characteristics in path–goal theory.

Theoretically, the path–goal approach suggests that leaders need to choose a leadership style that best fits the needs of subordinates and the work they are doing. The theory predicts that a directive style of leadership is best in situations in which subordinates are dogmatic and authoritarian, the task demands are ambiguous, and the organizational rules and procedures are unclear. In these situations, directive leadership complements the work by providing guidance and psychological structure for subordinates (House & Mitchell, 1974, p. 90).

For work that is structured, unsatisfying, or frustrating, path–goal theory suggests that leaders should use a supportive style. The supportive style provides what is missing by nurturing subordinates when they are engaged in tasks that are repetitive and unchallenging. Supportive leadership offers a sense of human touch for subordinates engaged in mundane, mechanized activity.

Participative leadership is considered best when a task is ambiguous because participation gives greater clarity to how certain paths lead to

Table 7.1 Path–Goal Theory: How It Works

| LEADER BEHAVIOR | GROUP MEMBERS | TASK CHARACTERISTICS |
|---|---|---|
| DIRECTIVE LEADERSHIP <i>Provides guidance and psychological structure</i> | Dogmatic Authoritarian | Ambiguous Unclear rules Complex |
| SUPPORTIVE LEADERSHIP <i>Provides nurturance</i> | Unsatisfied Need affiliation Need human touch | Repetitive Unchallenging Mundane & mechanical |
| PARTICIPATIVE <i>Provides involvement</i> | Autonomous Need for control Need for clarity | Ambiguous Unclear Unstructured |
| ACHIEVEMENT ORIENTED <i>Provides challenges</i> | High expectations Need to excel | Ambiguous Challenging Complex |

certain goals; it helps subordinates learn what leads to what (House & Mitchell, 1974, p. 92). In addition, participative leadership has a positive impact when subordinates are autonomous and have a strong need for control because this kind of subordinate responds favorably to being involved in decision making and in the structuring of work.

Furthermore, path–goal theory predicts that achievement-oriented leadership is most effective in settings in which subordinates are required to perform ambiguous tasks. In settings such as these, leaders who challenge and set high standards for subordinates raise subordinates' confidence that they have the ability to reach their goals. In effect, achievement-oriented leadership helps subordinates feel that their efforts will result in effective performance. In settings where the task is more structured and less ambiguous, however, achievement-oriented leadership appears to be unrelated to subordinates' expectations about their work efforts.

Pragmatically, path–goal theory is straightforward. An effective leader has to attend to the needs of subordinates. The leader should help subordinates

to define their goals and the paths they want to take in reaching those goals. When obstacles arise, the leader needs to help subordinates confront them. This may mean helping the subordinate around the obstacle, or it may mean removing the obstacle. The leader's job is to help subordinates reach their goals by directing, guiding, and coaching them along the way.

STRENGTHS

Path–goal theory has several positive features. First, path–goal theory provides a useful theoretical framework for understanding how various leadership behaviors affect subordinates' satisfaction and work performance. It was one of the first theories to specify four conceptually distinct varieties of leadership (e.g., directive, supportive, participative, and achievement oriented), expanding the focus of prior research, which dealt exclusively with task- and relationship-oriented behaviors (Jermier, 1996). The path–goal approach was also one of the first situational contingency theories of leadership to explain how task and subordinate characteristics affect the impact of leadership on subordinate performance. The framework provided in path–goal theory informs leaders about how to choose an appropriate leadership style based on the various demands of the task and the type of subordinates being asked to do the task.

A second positive feature of path–goal theory is that it attempts to integrate the motivation principles of expectancy theory into a theory of leadership. This makes path–goal theory unique because no other leadership approach deals directly with motivation in this way. Path–goal theory forces us continually to ask questions such as these about subordinate motivation: How can I motivate subordinates to feel that they have the ability to do the work? How can I help them feel that if they successfully do their work, they will be rewarded? What can I do to improve the payoffs that subordinates expect from their work? Path–goal theory is designed to keep these kinds of questions, which address issues of motivation, at the forefront of the leader's mind.

A third strength, and perhaps its greatest, is that path–goal theory provides a model that in certain ways is very practical. The representation of the model (see Figure 7.1) underscores and highlights the important ways leaders help subordinates. It shouts out for leaders to clarify the paths to the goals and remove or help subordinates around the obstacles to the goals. In its simplest form, the theory reminds leaders that the overarching purpose of leadership is to guide and coach subordinates as they move along the path to achieve a goal.

CRITICISMS

Although path-goal theory has various strengths, it also has several identifiable weaknesses. First, path-goal theory is so complex and incorporates so many different aspects of leadership that interpreting the theory can be confusing. For example, path-goal theory makes predictions about which of four different leadership styles is appropriate for tasks with different degrees of structure, for goals with different levels of clarity, for workers at different levels of ability, and for organizations with different degrees of formal authority. To say the least, it is a daunting task to incorporate all of these factors simultaneously into one's selection of a preferred leadership style. Because the scope of path-goal theory is so broad and encompasses so many different interrelated sets of assumptions, it is difficult to use this theory fully in trying to improve the leadership process in a given organizational context.

A second limitation of path-goal theory is that it has received only partial support from the many empirical research studies that have been conducted to test its validity (House & Mitchell, 1974; Indvik, 1986; Schriesheim & Kerr, 1977; Schriesheim & Schriesheim, 1980; Stinson & Johnson, 1975; Wofford & Liska, 1993). For example, some research supports the prediction that leader directiveness is positively related to worker satisfaction when tasks are ambiguous, but other research has failed to confirm this relationship. Furthermore, not all aspects of the theory have been given equal attention. A great deal of research has been designed to study directive and supportive leadership, but fewer studies address participative and achievement-oriented leadership. The claims of path-goal theory remain tentative because the research findings to date do not provide a full and consistent picture of the basic assumptions and corollaries of path-goal theory (Evans, 1996; Jermier, 1996; Schriesheim & Neider, 1996).

Another criticism of path-goal theory is that it fails to explain adequately the relationship between leadership behavior and worker motivation. Path-goal theory is unique in that it incorporates the tenets of expectancy theory; however, it does not go far enough in explicating how leadership is related to these tenets. The principles of expectancy theory suggest that subordinates will be motivated if they feel competent and trust that their efforts will get results, but path-goal theory does not describe how a leader could use various styles directly to help subordinates feel competent or assured of success. For example, path-goal theory does not explain how directive leadership during ambiguous tasks increases subordinate motivation. Similarly, it does not explain how supportive leadership during tedious work relates to subordinate motivation. The result is that the

practitioner is left with an inadequate understanding of how her or his leadership will affect subordinates' expectations about their work.

A final criticism that can be made of path–goal theory concerns a practical outcome of the theory. Path–goal theory suggests that it is important for leaders to provide coaching, guidance, and direction for subordinates, to help subordinates to define and clarify goals, and to help subordinates around obstacles as they attempt to reach their goals. In effect, this approach treats leadership as a one-way event: The leader affects the subordinate. The potential difficulty in this type of “helping” leadership is that subordinates may easily become dependent on the leader to accomplish their work. Path–goal theory places a great deal of responsibility on leaders and much less on subordinates. Over time, this kind of leadership could be counterproductive because it promotes dependency and fails to recognize the full abilities of subordinates.

APPLICATION

Path–goal theory is not an approach to leadership for which many management training programs have been developed. Nor will you find many seminars with titles such as “Improving Your Path–Goal Leadership” or “Assessing Your Skills in Path–Goal Leadership.” Nevertheless, path–goal theory does offer significant insights that can be applied in ongoing settings to improve one’s leadership.

Path–goal theory provides a set of general recommendations based on the characteristics of subordinates and tasks for how leaders should act in various situations if they want to be effective. It informs us about when to be directive, supportive, participative, or achievement oriented. For instance, the theory suggests that leaders should be directive when tasks are complex, and when tasks are dull the leader should give support. Similarly, it suggests that leaders should be participative when subordinates need control and that leaders should be achievement oriented when subordinates need to excel. In a general way, path–goal theory offers leaders a road map that gives directions about ways to improve subordinate satisfaction and performance.

The principles of path–goal theory can be used by leaders at all levels in the organization and for all types of tasks. To apply path–goal theory, a leader must carefully assess his or her subordinates and their tasks and then

choose an appropriate leadership style to match those characteristics. If subordinates are feeling insecure about doing a task, the leader needs to adopt a style that builds subordinate confidence. For example, in a university setting where a junior faculty member feels apprehensive about his or her teaching and research, a department chair should give supportive leadership. By giving care and support, the chair helps the junior faculty member gain a sense of confidence about his or her ability to perform the work (Bess & Goldman, 2001). If subordinates are uncertain whether their efforts will result in reaching their goals, the leader needs to prove to them that their efforts will be rewarded. As discussed earlier in the chapter, path-goal theory is useful because it continually reminds leaders that their central purpose is to help subordinates define their goals and then to help subordinates reach their goals in the most efficient manner.

CASE STUDIES

The following cases provide descriptions of various situations in which a leader is attempting to apply path-goal theory. Two of the cases, Cases 7.1 and 7.2, are from traditional business contexts; the third, Case 7.3, is from an informal social organization. As you read the cases, try to apply the principles of path-goal theory to determine the degree to which you think the leaders in the cases have done a good job of using this theory.

CASE 7.1

Three Shifts, Three Supervisors

Brako is a small manufacturing company that produces parts for the automobile industry. The company has several patents on parts that fit in the brake assembly of nearly all domestic and foreign cars. Each year, the company produces 3 million parts that it ships to assembly plants throughout the world. To produce the parts, Brako runs three shifts with about 40 workers on each shift.

The supervisors for the three shifts (Art, Tom, and Carol) are experienced employees, each of whom has been with the company for more than 20 years. The supervisors appear satisfied with their work and have reported no major difficulty in supervising employees at Brako.

Art supervises the first shift. Employees describe him as being a very hands-on type of leader. He gets very involved in the day-to-day operations of the facility. Workers joke that Art knows to the milligram the amount of raw materials the company has on hand at any given time. Art often can be found walking through the plant and reminding people of the correct procedures to follow in doing their work. Even for those working on the production line, Art always has some directions and reminders.

Workers on the first shift have few negative comments to make about Art's leadership. However, they are negative about many other aspects of their work. Most of the work on this shift is very straightforward and repetitive and as a result is monotonous. The rules for working on the production line or in the packaging area are all clearly spelled out and require no independent decision making on the part of workers. Workers simply need to show up and go through the motions. On lunch breaks, workers often are heard complaining about how bored they are doing the same old thing over and over. Workers do not criticize Art, but they do not think he really understands their situation.

Tom supervises the second shift. He really enjoys working at Brako and wants all the workers on the afternoon shift to enjoy their work as well. Tom is a people-oriented supervisor whom workers describe as very genuine and caring. Hardly a day goes by that Tom does not post a message about someone's birthday or someone's personal accomplishment. Tom works hard at creating camaraderie, including sponsoring a company softball team, taking people out to lunch, and having people over to his house for social events.

Despite Tom's personableness, absenteeism and turnover are highest on the second shift. The second shift is responsible for setting up the machines and equipment when changes are made from making one part to making another. In addition, the second shift is responsible for the complex computer programs that monitor the machines. Workers on the second shift take a lot of heat from others at Brako for not doing a good job.

Workers on the second shift feel pressure because it is not always easy to figure out how to do their tasks. Each setup is different and entails different procedures. Although the computer is extremely helpful when it is calibrated appropriately to the task, it can be extremely problematic when the software it uses is off the mark. Workers have complained to Tom and upper management many times about the difficulty of their jobs.

Carol supervises the third shift. Her style is different from that of the others at Brako. Carol routinely has meetings, which she labels troubleshooting sessions, for the purpose of identifying problems workers

are experiencing. Any time there is a glitch on the production line, Carol wants to know about it so she can help workers find a solution. If workers cannot do a particular job, she shows them how. For those who are uncertain of their competencies, Carol gives reassurance. Carol tries to spend time with each worker and help the workers focus on their personal goals. In addition, she stresses company goals and the rewards that are available if workers are able to make the grade.

People on the third shift like to work for Carol. They find she is good at helping them do their job. They say she has a wonderful knack for making everything fall into place. When there are problems, she addresses them. When workers feel down, she builds them up. Carol was described by one worker as an interesting mixture of part parent, part coach, and part manufacturing expert. Upper management at Brako is pleased with Carol's leadership, but they have experienced problems repeatedly when workers from Carol's shift have been rotated to other shifts at Brako.

Questions

Based on the principles of path-goal theory,

1. Describe why Art and Tom appear to be less effective than Carol.
2. How does the leadership of each of the three supervisors affect the motivation of their respective subordinates?
3. If you were consulting with Brako about leadership, what changes and recommendations would you make regarding the supervision of Art, Tom, and Carol?

CASE 7.2

Direction for Some, Support for Others

Daniel Shwitz is the manager of a small business called The Copy Center, which is located near a large university. The Copy Center employs about 118 people, most of whom work part-time while going to school full-time. The store caters to the university community by specializing in course-packs, but it also provides desktop publishing and standard copying

services. It has three large, state-of-the-art copy machines and several computer workstations.

There are two other national chain copy stores in the immediate vicinity of The Copy Center, yet this store does more business than both of the other stores combined. A major factor contributing to the success of this store is Daniel Shivitz's leadership style.

One of the things that stands out about Daniel is the way he works with his part-time staff. Most of them are students, who have to schedule their work hours around their class schedules, and Daniel has a reputation of being really helpful with working out schedule conflicts. No conflict is too small for Daniel, who is always willing to juggle schedules to meet the needs of everyone. Students talk about how much they feel included and like the spirit at The Copy Center. It is as if Daniel makes the store like a second family for them.

Work at The Copy Center divides itself into two main areas: duplicating services and desktop publishing. In both areas, Daniel Shivitz's leadership is effective.

Duplicating is a straightforward operation that entails taking a customer's originals and making copies of them. Because this job is tedious, Daniel goes out of his way to help the staff make it tolerable. He promotes a friendly work atmosphere by doing such things as letting the staff wear casual attire, letting them choose their own tapes for background music, and letting them be a bit wild on the job. Daniel spends a lot of time each day conversing informally with each employee; he also welcomes staff talking with each other. Daniel has a knack for making each worker feel significant even when the work is insignificant. He promotes camaraderie among his staff, and he is not afraid to become involved in their activities.

The desktop publishing area is more complex than duplicating. It involves creating business forms, advertising pieces, and résumés for customers. Working in desktop publishing requires skills in writing, editing, design, and layout. It is challenging work because it is not always easy to satisfy these customers' needs. Most of the employees in this area are full-time workers.

Through the years, Daniel Shivitz has found that employees who work best in desktop publishing are a unique type of person, very different from those who work in duplicating. They are usually quite independent, self-assured, and self-motivated. In supervising them, Daniel gives them a lot of space, is available when they need help, but otherwise leaves them alone.

Daniel likes the role of being the resource person for these employees. For example, if an employee is having difficulty on a customer's project, he willingly joins the employee in troubleshooting the problem. Similarly, if one of the staff is having problems with a software program, Daniel is quick to offer his technical expertise. Because the employees in desktop publishing are self-directed, Daniel spends far less time with them than with those who work in duplicating.

Overall, Daniel feels successful with his leadership at The Copy Center. Profits for the store continue to grow each year, and its reputation for high-quality service is widespread.

Questions

According to path-goal theory,

1. Why is Daniel an effective leader?
2. How does his leadership style affect the motivation of employees at The Copy Center?
3. How do characteristics of the task and the subordinates influence Daniel's leadership?
4. One of the principles of path-goal theory is to make the end goal valuable to workers. What could Daniel do to improve subordinate motivation in this area?



CASE 7.3

Marathon Runners at Different Levels

David Abruzzo is the newly elected president of the Metrocity Striders Track Club (MSTC). One of his duties is to serve as the coach for runners who hope to complete the New York City Marathon. Because David has run many marathons and ultramarathons successfully, he feels quite comfortable assuming the role and responsibilities of coach for the marathon runners.

The training period for runners intending to run New York is 16 weeks. During the first couple of weeks of training, David was pleased with the progress of the runners and had little difficulty in his role as coach. However, when the runners reached week eight, the halfway mark, some things began to occur that raised questions in David's mind regarding how best to help his runners. The issues of concern seemed quite different from those that David had expected to hear from runners in a marathon training program. All in all, the runners and their concerns could be divided into three different groups.

One group of runners, most of whom had never run a marathon, peppered the coach with all kinds of questions. They were very concerned about how to do the marathon and whether they had the ability to complete such a challenging event successfully. They asked questions about how far to run in training, what to eat, how much to drink, and what kind of shoes to wear. One runner wanted to know what to eat the night before the marathon, and another wanted to know whether it was likely that he would pass out when he crossed the finish line. For David the questions were never-ending and rather basic.

Another set of runners seemed most concerned about the effects of training on their running. For example, they wanted to know precisely how their per-week running mileage related to their possible marathon finishing time. Would running long practice runs help them through the wall at the 20-mile mark? Would carbo-loading improve their performance during the marathon? Would taking a rest day during training actually help their overall conditioning? Basically, all the runners in this group seemed to want assurances from David that they were training in the right way for New York.

A third group was made up of seasoned runners, most of whom had run several marathons and many of whom had finished in the top 10 of their respective age divisions. Regardless of their experience, these runners still seemed to be having trouble. They complained of feeling flat and acted a bit moody and down about training. Even though they had confidence in their ability to compete and finish well, they lacked excitement about running in the New York event. The occasional questions they raised usually concerned such things as whether their overall training strategy was appropriate or whether their training would help them in other races besides the New York City Marathon.

Questions

Based on the principles described in path-goal theory,

1. What kind of leadership should David exhibit with each of the three running groups?
2. What does David have to do to help the runners accomplish their goals?
3. Are there obstacles that David can remove or help runners to confront?
4. In general, how can David motivate each of the three groups?



LEADERSHIP INSTRUMENT

Because the path-goal theory was developed as a complex set of theoretical assumptions to direct researchers in developing new leadership theory, it has used many different instruments to measure the leadership process. The Path-Goal Leadership Questionnaire has been useful in measuring and learning about important aspects of path-goal leadership (Indvik, 1985, 1988).

This questionnaire provides information for respondents about four different leadership styles: directive, supportive, participative, and achievement oriented. Respondents' scores on each of the different styles provide them with information on their strong and weak styles and the relative importance they place on each of the styles.

To understand the path-goal questionnaire better, it may be useful to analyze a hypothetical set of scores. For example, hypothesize that your scores on the questionnaire were 29 for directive, which is high; 22 for supportive, which is low; 21 for participative, which is average; and 25 for achievement, which is high. These scores suggest that you are a leader who is typically more directive and achievement oriented than most other leaders, less supportive than other leaders, and quite similar to other leaders in the degree to which you act participatively.

According to the principles of path-goal theory, if your scores matched these hypothetical scores, you would be effective in situations where the

tasks and procedures are unclear and your subordinates have a need for certainty. You would be less effective in work settings that are structured and unchallenging. In addition, you would be moderately effective in ambiguous situations with subordinates who want control. Last, you would do very well in uncertain situations where you could set high standards, challenge subordinates to meet these standards, and help them feel confident in their abilities.

In addition to the Path-Goal Leadership Questionnaire, leadership researchers have commonly used multiple instruments to study path-goal theory, including measures of task structure, locus of control, employee expectancies, and employee satisfaction. Although the primary use of these instruments has been for theory building, many of the instruments offer valuable information related to practical leadership issues.

PATH–GOAL LEADERSHIP QUESTIONNAIRE

Instructions: This questionnaire contains questions about different styles of path–goal leadership. Indicate how often each statement is true of your own behavior.

Key:

1 = Never 2 = Hardly ever 3 = Seldom 4 = Occasionally 5 = Often 6 = Usually 7 = Always

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. I let subordinates know what is expected of them. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I maintain a friendly working relationship with subordinates. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. I consult with subordinates when facing a problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. I listen receptively to subordinates' ideas and suggestions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. I inform subordinates about what needs to be done and how it needs to be done. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I let subordinates know that I expect them to perform at their highest level. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I act without consulting my subordinates. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. I do little things to make it pleasant to be a member of the group. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I ask subordinates to follow standard rules and regulations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I set goals for subordinates' performance that are quite challenging. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. I say things that hurt subordinates' personal feelings. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. I ask for suggestions from subordinates concerning how to carry out assignments. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. I encourage continual improvement in subordinates' performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. I explain the level of performance that is expected of subordinates. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. I help subordinates overcome problems that stop them from carrying out their tasks. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. I show that I have doubts about subordinates' ability to meet most objectives. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 17. I ask subordinates for suggestions on what assignments should be made. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. I give vague explanations of what is expected of subordinates on the job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. I consistently set challenging goals for subordinates to attain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. I behave in a manner that is thoughtful of subordinates' personal needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

SOURCES: Adapted from *A Path–Goal Theory Investigation of Superior Subordinate Relationships*, by J. Indvik, unpublished doctoral dissertation, University of Wisconsin–Madison, 1985, and Indvik (1988). Based on the work of House and Dessler (1974) and House (1976) cited in Fulk and Wendler (1982). Used by permission.

Scoring

1. Reverse the scores for items 7, 11, 16, and 18.
2. Directive style: Sum of scores on items 1, 5, 9, 14, and 18.
3. Supportive style: Sum of scores on items 2, 8, 11, 15, and 20.
4. Participative style: Sum of scores on items 3, 4, 7, 12, and 17.
5. Achievement-oriented style: Sum of scores on items 6, 10, 13, 16, and 19.

Scoring Interpretation

- Directive style: A common score is 23; scores above 28 are considered high, and scores below 18 are considered low.
- Supportive style: A common score is 28; scores above 33 are considered high, and scores below 23 are considered low.
- Participative style: A common score is 21; scores above 26 are considered high, and scores below 16 are considered low.
- Achievement-oriented style: A common score is 19; scores above 24 are considered high, and scores below 14 are considered low.

The scores you received on the path–goal questionnaire provide information about which style of leadership you use most often and which you use less often. In addition, you can use these scores to assess your use of each style relative to your use of the other styles.



SUMMARY

Path-goal theory was developed to explain how leaders motivate subordinates to be productive and satisfied with their work. It is a contingency approach to leadership because effectiveness depends on the fit between the leader's behavior and the characteristics of subordinates and the task.

The basic principles of path-goal theory are derived from expectancy theory, which suggests that employees will be motivated if they feel competent, if they think their efforts will be rewarded, and if they find the payoff for their work valuable. A leader can help subordinates by selecting a style of leadership (directive, supportive, participative, or achievement oriented) that provides what is missing for subordinates in a particular work setting. In simple terms, it is the leader's responsibility to help subordinates to reach their goals by directing, guiding, and coaching them along the way.

Path-goal theory offers a large set of predictions for how a leader's style interacts with subordinates' needs and the nature of the task. Among other things, it predicts that directive leadership is effective with ambiguous tasks, that supportive leadership is effective for repetitive tasks, that participative leadership is effective when tasks are unclear and subordinates are autonomous, and that achievement-oriented leadership is effective for challenging tasks.

Path-goal theory has three major strengths. First, it provides a theoretical framework that is useful for understanding how directive, supportive, participative, and achievement-oriented styles of leadership affect the productivity and satisfaction of subordinates. Second, path-goal theory is unique in that it integrates the motivation principles of expectancy theory into a theory of leadership. Third, it provides a practical model that underscores the important ways in which leaders help subordinates.

On the negative side, four criticisms can be leveled at path-goal theory. First, the scope of path-goal theory encompasses so many interrelated sets of assumptions that it is hard to use this theory in a given organizational setting. Second, research findings to date do not support a full and consistent picture of the claims of the theory. Furthermore, path-goal theory does not show in a clear way how leader behaviors directly affect subordinate motivation levels. Last, path-goal theory is very leader oriented and fails to recognize the transactional nature of leadership. It does not promote subordinate involvement in the leadership process.

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Leader–Member Exchange Theory



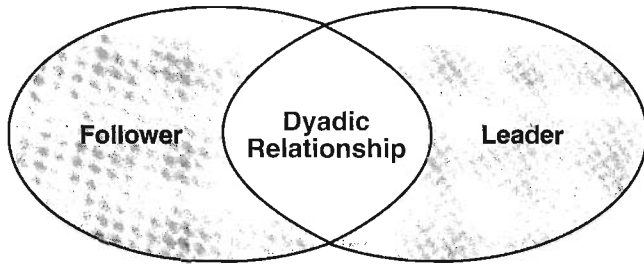
DESCRIPTION

Most of the leadership theories discussed thus far in the book have emphasized leadership from the point of view of the leader (e.g., trait approach, skills approach, and style approach) or the follower and the context (e.g., situational leadership, contingency theory, and path–goal theory). Leader–member exchange (LMX) theory takes still another approach and conceptualizes leadership as a process that is centered on the *interactions* between leaders and followers. As Figure 8.1 illustrates, LMX theory makes the *dyadic relationship* between leaders and followers the focal point of the leadership process.

Before LMX theory, researchers treated leadership as something leaders did toward all of their followers. This assumption implied that leaders treated followers in a collective way, as a group, using an average leadership style. LMX theory challenged this assumption and directed researchers' attention to the differences that might exist between the leader and each of her or his followers.



Figure 8.1 *Dimensions of Leadership*



SOURCE: Reprinted from *Leadership Quarterly* 6(2), G. B. Graen & M. Uhl-Bien, Relationship-Based Approach to Leadership: Development of Leader-Member Exchange (LMX) Theory of Leadership Over 25 Years: Applying a Multi-Level, Multi-Domain Perspective (pp. 219–247), Copyright © 1995, with permission from Elsevier.

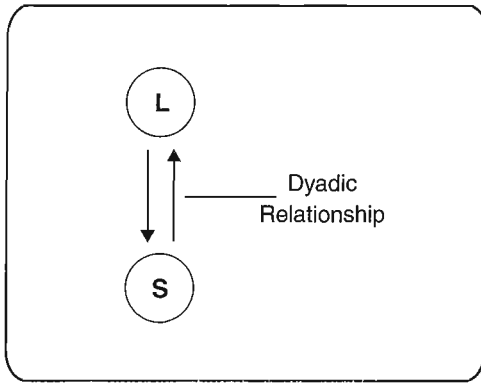
NOTE: LMX theory was first described 28 years ago in the works of Dansereau, Graen, and Haga (1975), Graen and Cashman (1975), and Graen (1976). Since it first appeared it has undergone several revisions, and it continues to be of interest to researchers who study the leadership process.

EARLY STUDIES

In the first studies of exchange theory, which was then called vertical dyad linkage (VDL) theory, researchers focused on the nature of the *vertical linkages* leaders formed with each of their followers (Figure 8.2). A leader's relationship to the work unit as a whole was viewed as a series of vertical dyads (Figure 8.3). In assessing the characteristics of these vertical dyads, researchers found two general types of linkages (or relationships): those that were based on expanded and negotiated role responsibilities (extra-roles), which were called the *in-group*, and those that were based on the formal employment contract (defined roles), which were called the *out-group* (Figure 8.4).

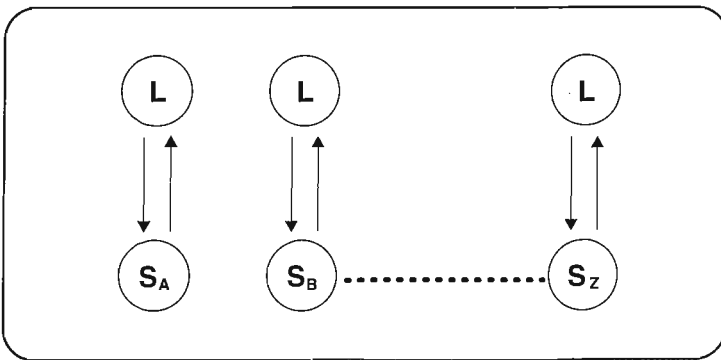
Within an organizational work unit, subordinates become a part of the in-group or the out-group based on how well they work with the leader and how well the leader works with them. Personality and other personal characteristics are related to this process (Dansereau et al., 1975). In addition, membership in one group or the other is based on how subordinates involve themselves in expanding their role responsibilities with the

Figure 8.2 *The Vertical Dyad*



NOTE: The leader (L) forms an individualized working relationship with each of his or her subordinates (S). The exchanges (both content and process) between the leader and subordinate define their dyadic relationship.

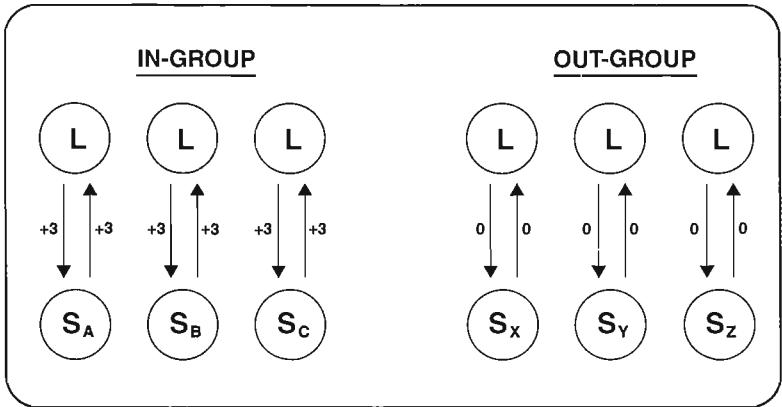
Figure 8.3 *Vertical Dyads*



NOTE: The leader (L) forms special relationships with all of his or her subordinates (S). Each of these relationships is special and has its own unique characteristics.

leader (Graen, 1976). Subordinates who are interested in negotiating with the leader what they are willing to do for the group can become a part of the in-group. These negotiations involve exchanges in which subordinates

Figure 8.4 *In-Groups and Out-Groups*



NOTE: A leader (L) and his or her subordinates (S) form unique relationships. Relationships within the in-group are marked by mutual trust, respect, liking, and reciprocal influence. Relationships within the out-group are marked by formal communication based on job descriptions. Plus 3 is a high-quality relationship, and zero is a stranger.

do certain activities that go beyond their formal job descriptions, and the leader, in turn, does more for these subordinates. If subordinates are not interested in taking on new and different job responsibilities, they become a part of the out-group.

Subordinates in the in-group receive more information, influence, confidence, and concern from their leaders than do out-group subordinates (Dansereau et al., 1975). In addition, they are more dependable, more highly involved, and more communicative than out-group subordinates (Dansereau et al., 1975). Whereas in-group members do extra things for the leader and the leader does the same for them, subordinates in the out-group are less compatible with the leader and usually just come to work, do their job, and go home.

LATER STUDIES

After the first set of studies, there was a shift in the focus of LMX theory. Whereas the initial studies of this theory addressed primarily the nature of the differences between in-groups and out-groups, a subsequent line of research addressed how LMX theory was related to organizational effectiveness.

Specifically, these studies focused on how the quality of leader–member exchanges was related to positive outcomes for leaders, followers, groups, and the organization in general (Graen & Uhl-Bien, 1995).

Researchers found that high-quality leader–member exchanges produced less employee turnover, more positive performance evaluations, higher frequency of promotions, greater organizational commitment, more desirable work assignments, better job attitudes, more attention and support from the leader, greater participation, and faster career progress over 25 years (Graen & Uhl-Bien, 1995; Liden, Wayne, & Stilwell, 1993).

In essence, the aforementioned findings clearly illustrate that organizations stand to gain much from having leaders who can create good working relationships. When leaders and followers have good exchanges, they feel better and accomplish more, and the organization prospers.

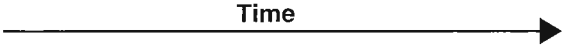
LEADERSHIP MAKING

The findings from the later studies were the impetus for the most current research on LMX theory, which focuses on how exchanges between leaders and subordinates can be used for leadership making (Graen & Uhl-Bien, 1991). Leadership making is a prescriptive approach to leadership that emphasizes that a leader should develop high-quality exchanges with all of her or his subordinates rather than just a few. It attempts to make every subordinate feel as if he or she is a part of the in-group and, by so doing, avoids the inequities and negative implications of being in an out-group. In general, leadership making promotes partnerships in which the leader tries to build effective dyads with all employees in the work unit (Graen & Uhl-Bien, 1995). In addition, leadership making suggests that leaders can create networks of partnerships throughout the organization, which will benefit the organization's goals and the leader's own career progress.

Graen and Uhl-Bien (1991) suggested that leadership making develops progressively over time in three phases: (1) the stranger phase, (2) the acquaintance phase, and (3) the mature partnership phase (Table 8.1). During Phase 1, the stranger phase, the interactions in the leader–subordinate dyad generally are rule bound, relying heavily on contractual relationships. Leaders and subordinates relate to each other within prescribed organizational roles. They have lower-quality exchanges, similar to those of out-group members discussed earlier in the chapter. The subordinate complies with the formal leader, who has hierarchical status for the purpose of

achieving the economic rewards the leader controls. The motives of the subordinate during the stranger phase are directed toward self-interest rather than the good of the group (Graen & Uhl-Bien, 1995).

Table 8.1 *Phases in Leadership Making*

| | Phase 1 <u>STRANGER</u> | Phase 2 <u>ACQUAINTANCE</u> | Phase 3 <u>PARTNER</u> |
|-------------------|---|--------------------------------|---------------------------|
| Roles | Scripted | Tested | Negotiated |
| Influences | One way | Mixed | Reciprocal |
| Exchanges | Low quality | Medium quality | High quality |
| Interests | Self | Self and other | Group |
| |  | | |

SOURCE: Adapted from “Relationship-Based Approach to Leadership: Development of Leader–Member Exchange (LMX) Theory of Leadership Over 25 Years: Applying a Multi-Level, Multi-Domain Perspective,” by G. B. Graen and M. Uhl-Bien, 1995, *Leadership Quarterly*, 6(2), 231.

Phase 2, the acquaintance phase, begins with an offer by the leader or the subordinate for improved career-oriented social exchanges, which involve sharing more resources and personal or work-related information. It is a testing period for both the leader and the subordinate to assess whether the subordinate is interested in taking on more roles and responsibilities and to assess whether the leader is willing to provide new challenges for subordinates. During this time, dyads shift away from interactions that are governed strictly by job descriptions and defined roles and move toward new ways of relating.

As measured by LMX theory, it could be said that the quality of their exchanges has improved. Successful dyads in the acquaintance phase begin to develop greater trust and respect for each other. They also tend to focus less on their own self-interests and more on the purposes and goals of the group.

Phase 3, mature partnership, is marked by high-quality leader–member exchanges. People who have progressed to this stage in their relationships experience a high degree of mutual trust, respect, and obligation toward each other. They have tested their relationship and found that they can depend on each other. In mature partnerships, there is a high degree of reciprocity between leaders and subordinates; each affects and is affected by the other. For example, in a study of 75 bank managers and 58 engineering managers, Schriesheim, Castro, Zhou, and Yammarino (2001) found that good leader–member relations were more egalitarian and that influence and control were more evenly balanced between the supervisor and the subordinate. In addition, during Phase 3 members may depend on each other for favors and special assistance. For example, leaders may rely on subordinates to do extra assignments, and subordinates may rely on leaders for needed support or encouragement. The point is that leaders and subordinates are tied together in productive ways that go well beyond a traditional hierarchically defined work relationship. They have developed an extremely effective way of relating that produces positive outcomes for themselves and the organization. In effect, partnerships are transformational in that they assist leaders and followers in moving beyond their own self-interests to accomplish the greater good of the team and organization (see Chapter 9).

To evaluate leader–member exchanges, researchers typically have used a brief questionnaire that asks leaders and followers to report on the effectiveness of their working relationships. The questionnaire assesses the degree to which respondents express respect, trust, and obligation in their exchanges with others. At the end of this chapter, a version of the LMX questionnaire is provided for you to take for the purpose of analyzing some of your own leader–member relationships.

HOW DOES LMX THEORY WORK?

LMX theory works in two ways: It describes leadership, and it prescribes leadership. In both instances, the central concept is the dyadic relationship that a leader forms with each of her or his subordinates. Descriptively, LMX theory suggests that it is important to recognize the existence of in-groups and out-groups within a group or organization.

The differences in how goals are accomplished by in-groups and out-groups are substantial. Working with an in-group allows a leader to accomplish more work in a more effective manner than working without one.

In-group members are willing to do more than is required in their job description and look for innovative ways to advance the group's goals. In response to their extra effort and devotion, leaders give them more responsibilities and more opportunities. Leaders also give in-group members more of their time and support.

Out-group members act quite differently from in-group members. Rather than trying to do extra work, out-group members operate strictly within their prescribed organizational roles. They do what is required of them but nothing more. Leaders treat out-group members fairly and according to the formal contract, but they do not give them special attention. For their efforts, out-group members receive the standard benefits as defined in the job description.

Prescriptively, LMX theory is best understood within the leadership-making model of Graen and Uhl-Bien (1991). The authors advocated that leaders should create a special relationship with all subordinates, similar to the relationships described as in-group relationships. Leaders should offer each subordinate the opportunity to take on new roles and responsibilities. Furthermore, leaders should nurture high-quality exchanges with their subordinates. Rather than focusing on the differences between in-group and out-group members, the leadership-making model suggests that leaders should look for ways to build trust and respect with all of their subordinates, thus making the entire work unit an in-group. In addition, leaders should look beyond their own work unit and create high-quality partnerships with people throughout the organization.

Whether descriptive or prescriptive, LMX theory works by focusing our attention on the special, unique relationship that leaders can create with others. When these relationships are of high quality, the goals of the leader, the followers, and the organization are all advanced.

STRENGTHS

LMX theory makes several positive contributions to our understanding of the leadership process. First, it is a strong descriptive theory. Intuitively, it makes sense to describe work units in terms of those who contribute more and those who contribute less or the bare minimum to the organization. Anyone who has ever worked in an organization has felt the presence of in-groups and out-groups. Despite the potential harm of out-groups, we all know that leaders have special relationships with certain people who do

more and get more. We may not like this because it seems unfair, but it is a reality, and the LMX theory has accurately described this situation. LMX theory validates our experience of how people within organizations relate to each other and the leader. Some contribute more and receive more; others contribute less and get less.

Second, LMX theory is unique because it is the only leadership approach that makes the concept of the dyadic relationship the centerpiece of leadership process. Other approaches emphasize the characteristics of leaders, followers, contexts, or a combination of these, but none of them addresses the specific relationships between the leader and each subordinate. LMX theory underscores that effective leadership is contingent on effective leader–member exchanges.

Third, LMX theory is noteworthy because it directs our attention to the importance of communication in leadership. The high-quality exchanges advocated in LMX theory are inextricably bound to effective communication. Communication is the vehicle through which leaders and subordinates create, nurture, and sustain useful exchanges. Effective leadership occurs when the communication of leaders and subordinates is characterized by mutual trust, respect, and commitment.

Fourth, LMX provides an important alert for leaders. It warns leaders to avoid letting their conscious or unconscious biases influence who is invited into the in-group (e.g., biases regarding race, sex, ethnicity, religion, or age). The principles outlined in LMX theory serve as a good reminder for leaders to be fair and equal in how they approach each of their subordinates.

Finally, a large body of research substantiates how the practice of LMX theory is related to positive organizational outcomes. In a review of this research, Graen and Uhl-Bien (1995) point out that it is related to performance, organizational commitment, job climate, innovation, organizational citizenship behavior, empowerment, procedural and distributive justice, career progress, and many other important organizational variables. By linking the use of LMX theory to real outcomes, researchers have been able to validate the theory and increase its practical value.

CRITICISMS

The most obvious criticism that can be made of LMX theory is that on the surface it runs counter to the basic human value of fairness. Throughout our

lives, beginning when we were very young, we have been taught to try to get along with everyone and to treat everyone equally. We have been taught that it is wrong to form in-groups or cliques because they are harmful to those who cannot be a part of them. Because LMX theory divides the work unit into two groups and one group receives special attention, it gives the appearance of discrimination against the out-group.

Our culture is replete with examples of people of different genders, ages, cultures, and abilities who have been discriminated against. Although LMX theory was not designed to do so, it supports the development of privileged groups in the workplace. In so doing, it appears unfair and discriminatory. Furthermore, as reported by McClane (1991), the existence of in-groups and out-groups may have undesirable effects on the group as a whole.

Whether LMX theory actually creates inequalities is questionable (cf. Harter & Evanecky, 2002; Scandura, 1999). If a leader does not intentionally keep out-group members “out,” and if they are free to become members of the in-group, then LMX theory may not create inequalities. However, the theory does not elaborate on strategies for how one gains access to the in-group if one chooses.

Furthermore, LMX theory does not address other fairness issues, such as subordinates’ perceptions of the fairness of pay increases and promotion opportunities (distributive justice), decision-making rules (procedural justice), or communication of issues within the organization (interactional justice) (Scandura, 1999). There is a need for further research on how these types of fairness issues affect the development and maintenance of LMX relationships.

A second criticism of LMX theory is that the basic ideas of the theory are not fully developed. For example, it fails to explain how high-quality leader–member exchanges are created. In the early studies, it was implied that they were formed because a leader found certain subordinates more compatible in regard to personality, interpersonal skills, or job competencies, but these studies never described the relative importance of these factors or how this process worked (Yukl, 1994). In more recent research, it is suggested that leaders should work to create high-quality exchanges with all subordinates, but the guidelines for how this is done are not clearly spelled out. For example, the model on leadership making highlights the importance of role making, incremental influence, and type of reciprocity (see Table 8.1), but it does not explain how these concepts function to build mature partnerships. Similarly, the model strongly promotes building trust,

respect, and obligation in leader–subordinate relationships, but it does not describe the means by which these factors are developed in relationships.

Based on a review and examination of 147 studies of leader–member exchange, Schriesheim, Castro, and Cogliser (1999) concluded that improved theorization about leader–member exchange and its basic processes is needed. Although many studies have been conducted on leader–member exchange, these studies have not resulted in a clear, refined set of definitions, concepts, and propositions about the theory.

Third, questions have been raised about the measurement of leader–member exchanges in LMX theory (Graen & Uhl-Bien, 1995; Schriesheim et al., 1999, 2001). For example, no empirical studies have used dyadic measures to analyze the LMX process (Schriesheim et al., 2001). In addition, leader–member exchanges have been measured with different versions of leader–member exchange scales and with different levels of analysis, so the results were not always directly comparable.

Furthermore, the measurement scales lack content validity (Schriesheim et al., 2001). This means the scales may not actually be measuring what they were intended to measure. Finally, there have been questions about whether the standard scale used to measure exchanges is unidimensional or multidimensional (Graen & Uhl-Bien, 1995).

APPLICATION

Although LMX theory has not been packaged in a way to be used in standard management training and development programs, it offers many insights that managers could use to improve their own leadership behavior. Foremost, LMX theory directs managers to assess their leadership from a relationship perspective. This assessment will sensitize managers to how in-groups and out-groups develop within their own work unit. In addition, LMX theory suggests ways in which managers can improve their work unit by building strong leader–member exchanges with all of their subordinates.

The ideas set forth in LMX theory can be used by managers at all levels within an organization. For example, LMX theory could be used to explain how chief executive officers develop special relationships with select individuals in upper management to develop new strategic and tactical corporate goals. Likewise, it could be used to explain how line managers in a plant use a select few workers to accomplish the production quotas of their

work unit. The point is that the ideas presented in LMX theory are applicable throughout organizations.

In addition, the ideas of LMX theory can be used to explain how individuals create leadership networks throughout an organization to help them accomplish work more effectively (Graen & Scandura, 1987). A person with a network of high-quality partnerships can call on many people to help solve problems and advance the goals of the organization.

LMX theory can also be applied in different types of organizations. It applies in volunteer settings as well as traditional business, education, and government settings. Imagine a community leader who heads a volunteer program that assists older adults. To run the program effectively, the leader depends on a few of the volunteers who are more dependable and committed than the rest of the volunteers. This process of working closely with a small cadre of trusted volunteers is explained by the principles of LMX theory. Similarly, a manager of a traditional business setting might use certain individuals to achieve a major change in the company's policies and procedures. The way the manager goes about this process is explicated in LMX theory.

In summary, LMX theory tells us to be aware of how we relate to our subordinates. It tells us to be sensitive to whether some subordinates receive special attention and some subordinates do not. In addition, it tells us to be fair to all employees and allow each of them to become as involved in the work of the unit as they want to be. LMX theory tells us to be respectful and to build trusting relationships with all of our subordinates, recognizing that each employee is unique and wants to relate to us in a special way.

CASE STUDIES

In the following section, three case studies (Cases 8.1, 8.2, and 8.3) are presented to clarify how LMX theory can be applied to various group settings. The first case is about the creative director at an advertising agency, the second is about a production manager at a mortgage company, and the third describes the leadership of the manager of a district office of the Social Security Administration. After each of the case studies, there are questions that will help you analyze the case using the ideas from LMX theory.

CASE 8.1

His Team Gets the Best Assignments

Carly Peters directs the creative department of the advertising agency of Mills, Smith, & Peters. The agency has about 100 employees, 20 of whom work for Carly in the creative department. Typically, the agency maintains 10 major accounts and a number of smaller accounts. It has a reputation for being one of the best advertising and public relations agencies in the country.

In the creative department, there are four major account teams. Each is led by an associate creative director, who reports directly to Carly. In addition, each team has a copywriter, an art director, and a production artist. At Mills, Smith, & Peters, the account teams are headed by Jack, Terri, Julie, and Sarah.

Jack and his team get along really well with Carly, and they have done excellent work for their clients at the agency. Of all the teams, Jack's team is the most creative and talented and the most willing to go the extra mile for Carly. As a result, when Carly has to showcase accounts to upper management, she often uses the work of Jack's team. Jack and his team members are comfortable confiding in Carly and she in them. Carly is not afraid to allocate extra resources to Jack's team or to give them free rein on their accounts because they always come through for her.

Terri's team also performs well for the agency, but Terri is unhappy with how Carly treats her team. She feels that Carly is not fair because she favors Jack's team. For example, Terri's team was counseled out of pursuing an ad campaign because the campaign was too risky, whereas Jack's group was praised for developing a very provocative campaign. Terri feels that Jack's team is Carly's pet: They get the best assignments, accounts, and budgets. Terri finds it hard to hold back the animosity she feels toward Carly.

Like Terri, Julie is also concerned that her team is not in the inner circle, close to Carly. She has noticed repeatedly that Carly favors the other teams. For example, whenever additional people are assigned to team projects, it is always the other teams who get the best writers and art directors. Julie is mystified as to why Carly doesn't notice her team or try to help it with its work. She feels Carly undervalues her team because Julie knows the quality of her team's work is indisputable.

Although Sarah agrees with some of Terri's and Julie's observations about Carly, she does not feel any antagonism about Carly's leadership. Sarah has worked for the agency for nearly 10 years, and nothing seems to bother her. Her account teams have never been earth-shaking, but they have never been problematic either. Sarah views her team and its work more as a nuts-and-bolts operation in which the team is given an assignment and carries it out. Being in Carly's inner circle would entail putting in extra time in the evening or on weekends and would create more headaches for Sarah. Therefore, Sarah is happy with her role as it is, and she has little interest in trying to change the way the department works.

Questions

Based on the principles of LMX theory,

1. What observations would you make about Carly's leadership at Mills, Smith, & Peters?
2. Is there an in-group and out-group, and, if so, who are they?
3. In what way is Carly's relationship with the four groups productive or counterproductive to the overall goals of the agency?
4. Do you think Carly should change her approach toward the associate directors? If so, what should she do differently?



CASE 8.2

Working Hard at Being Fair

City Mortgage is a medium-sized mortgage company that employs about 25 people. Jenny Hernandez, who has been with the company for 10 years, is the production manager who oversees its day-to-day operations.

Reporting to Jenny are loan originators (salespeople), closing officers, mortgage underwriters, and processing and shipping personnel. Jenny is proud of the company and feels as if she has contributed substantially to its steady growth and expansion.

The climate at City Mortgage is very positive. People like to come to work because the office environment is comfortable. They respect each

other at the company and show tolerance for those who are different from themselves.

Whereas at many mortgage companies it is common for resentments to build between people who earn different incomes, this is not the case at City Mortgage.

Jenny Hernandez's leadership has been instrumental in shaping the success of City Mortgage. Her philosophy stresses listening to employees and then determining how they can best contribute to the mission of the company. She makes a point of helping each person explore her or his own talents and challenges each one to try new things.

At the annual holiday party, Jenny devised an interesting event that symbolizes her leadership style. She bought a large piece of colorful glass and had it cut into 25 pieces and handed out one piece to each person. Then she asked each employee to come forward with the piece of glass and briefly state what he or she liked about City Mortgage and how he or she had contributed to the company in the past year. After the statements were made, the pieces of glass were formed into a cut glass window that hangs in the front lobby of the office. The glass is a reminder of how each individual contributes his or her uniqueness to the overall purpose of the company.

Another characteristic of Jenny's style is her fairness. She does not want to give anyone the impression that certain people have the inside track, and she goes to great lengths to prevent this from happening. For example, she avoids social lunches because she thinks they foster the perception of favoritism. Similarly, even though her best friend is one of the loan originators, she is seldom seen talking with her, and if she is, it is always about business matters.

Ms. Hernandez also applies her fairness principle to how information is shared in the office. She does not want anyone to feel as if he or she is out of the loop, so she tries very hard to keep everyone informed on all the matters that could affect them. Much of this she does through her open-door office policy. Jenny does not have a special group of employees with whom she confides her concerns; rather, she shares openly with each of them.

Jenny is very committed to her work at City Mortgage. She works long hours and carries a beeper on the weekend. At this point in her career, her only concern is that she could be burning out.

Questions

Based on the LMX model,

1. How would you describe Jenny Hernandez's leadership?
2. How do you think the employees at City Mortgage respond to Jenny?
3. If you were asked to follow in the footsteps of Ms. Hernandez, do you think you could or would want to manage City Mortgage with a similar style?



CASE 8.3

Taking On Additional Responsibilities

Jim Madison is manager of a district office for the Social Security Administration. The office serves a community of 200,000 people and has a staff of 30 employees, most of whom work as claim representatives. The primary work of the office is to provide the public with information about social security benefits and to process retirement, survivor, disability, and Medicare claims.

Mr. Madison has been the manager of the office for 6 years, and during that time he has made many improvements in the overall operations of the office. People in the community have a favorable view of the office and have few complaints about the services it provides. On the annual survey of community service organizations, the district office receives consistently high marks for overall effectiveness and customer satisfaction.

Almost all of the employees who work for Jim have been employed at the district office for 6 years or more; one employee has been there for 22 years. Although Jim takes pride in knowing all of them personally, he calls on a few of them more frequently to help him accomplish his goals.

When it comes to training staff members about new laws affecting claim procedures, Mr. Madison relies heavily on two particular claim representatives, Shirley and Patti, both of whom are very knowledgeable and competent. Shirley and Patti view the additional training responsibilities as a challenge. This helps Jim because he does not need to do the job himself or supervise them closely because they are highly respected

people within the office, and they have a history of being mature and conscientious about their work. Shirley and Patti like the additional responsibility because it gives them greater recognition and increased benefits from receiving positive job appraisals.

To showcase the office's services to the community, Mr. Madison calls on two other employees, Ted and Jana. Ted and Jana serve as field representatives for the office and give presentations to community organizations about the nature of social security and how it serves the citizens of the district. In addition, they speak on local radio stations, answering call-in questions about the various complexities of social security benefits.

Although many of the claim people in the office could act as field representatives, Mr. Madison typically calls on Ted and Jana because of their willingness to take on the public relations challenge and because of their special capabilities in this area. This is advantageous for Jim for two reasons: First, these people do an outstanding job in representing the office to the public, and second, Jim is a reticent person, and he finds it quite threatening to be in the public eye. Ted and Jana like to take on this additional role because it gives them added prestige and greater freedom. Being a field representative has its perks because field staff can function as their own bosses when they are not in the office; they can set their own schedules and come and go as they please.

A third area in which Mr. Madison calls on a few representatives for added effort is in helping him supervise the slower claim representatives, who seem to be continually behind in writing up the case reports of their clients. When even a few staff members get behind with their work, it affects the entire office operation. To ameliorate this problem, Jim calls on Glenda and Annie, who are both highly talented, to help the slower staff complete their case reports. Although it means taking on more work themselves, Glenda and Annie do it to be kind and to help the office run more smoothly. Other than personal satisfaction, no additional benefits accrue to these people for taking on the additional responsibilities.

Overall, the people who work under Mr. Madison's leadership are satisfied with his supervision. There are some who feel that he caters too much to a few special representatives, but most of the staff think Jim is fair and impartial. Even though he depends more on these few, Jim tries very hard to attend to the wants and needs of his entire staff.

Questions

From an LMX theory point of view,

1. How would you describe Jim Madison's leadership at the district social security office?
2. Can you identify an in-group and an out-group?
3. Do you think the trust and respect Jim places in some of his staff are productive or counterproductive? Why?



LEADERSHIP INSTRUMENT

Researchers have used many different questionnaires to study LMX theory. All of them have been designed to measure the quality of the working relationship between leaders and followers. We have chosen to include in this chapter the LMX 7, a seven-item questionnaire that provides a reliable and valid measure of the quality of leader–member exchanges (Graen & Uhl-Bien, 1995).

The LMX 7 is designed to measure three dimensions of leader–member relationships: respect, trust, and obligation. It assesses the degree to which leaders and followers have mutual respect for each other's capabilities, feel a deepening sense of reciprocal trust, and have a strong sense of obligation to one another. Taken together, these dimensions are the ingredients of strong partnerships.

By completing the LMX 7, you can gain a fuller understanding of how LMX theory works. The score you obtain on the questionnaire reflects the quality of your leader–member relationships, and indicates the degree to which your relationships are characteristic of partnerships, as described in the LMX model.

You can complete the questionnaire both as a leader and as a subordinate. In the leader role, you can complete the questionnaire multiple times, assessing the quality of the relationships you have with each of your subordinates. In the subordinate role, you would complete the questionnaire based on the leaders to whom you report.

LMX 7 QUESTIONNAIRE

Instructions: This questionnaire contains items that ask you to describe your relationship with either your leader or one of your subordinates. For each of the items, indicate the degree to which you think the item is true for you by circling one of the responses that appear below the item.

1. Do you know where you stand with your leader (follower) . . . [and] do you usually know how satisfied your leader (follower) is with what you do?

| | | | | |
|--------|--------------|-----------|--------------|------------|
| Rarely | Occasionally | Sometimes | Fairly often | Very often |
| 1 | 2 | 3 | 4 | 5 |

2. How well does your leader (follower) understand your job problems and needs?

| | | | | |
|-----------|----------|---------------|-------------|--------------|
| Not a bit | A little | A fair amount | Quite a bit | A great deal |
| 1 | 2 | 3 | 4 | 5 |

3. How well does your leader (follower) recognize your potential?

| | | | | |
|------------|----------|------------|--------|-------|
| Not at all | A little | Moderately | Mostly | Fully |
| 1 | 2 | 3 | 4 | 5 |

4. Regardless of how much formal authority he or she has built into his or her position, what are the chances that your leader (follower) would use his or her power to help you solve problems in your work?

| | | | | |
|------|-------|----------|------|-----------|
| None | Small | Moderate | High | Very high |
| 1 | 2 | 3 | 4 | 5 |

5. Again, regardless of the amount of formal authority your leader (follower) has, what are the chances that he or she would “bail you out” at his or her expense?

| | | | | |
|------|-------|----------|------|-----------|
| None | Small | Moderate | High | Very high |
| 1 | 2 | 3 | 4 | 5 |

6. I have enough confidence in my leader (follower) that I would defend and justify his or her decision if he or she were not present to do so.

| | | | | |
|-------------------|----------|---------|-------|----------------|
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 |

7. How would you characterize your working relationship with your leader (follower)?

| | | | | |
|-----------------------|--------------------|---------|---------------------|---------------------|
| Extremely ineffective | Worse than average | Average | Better than average | Extremely effective |
| 1 | 2 | 3 | 4 | 5 |

SOURCE: Reprinted from “Relationship-Based Approach to Leadership: Development of Leader–Member Exchange (LMX) Theory of Leadership Over 25 Years: Applying a Multi-Level, Multi-Domain Perspective,” by G. B. Graen and M. Uhl-Bien, 1995, *Leadership Quarterly*, 6(2), 219–247. Copyright © 1995. Reprinted with permission from Elsevier Science.

Scoring Interpretation

Although the LMX 7 is most commonly used by researchers to explore theoretical questions, you can also use it to analyze your own leadership. You can interpret your LMX 7 scores using the following guidelines: very high = 30–35, high = 25–29, moderate = 20–24, low = 15–19, and very low = 7–14. Scores in the upper ranges indicate stronger, higher-quality leader–member exchanges (e.g., in-group members), whereas scores in the lower ranges indicate exchanges of lesser quality (e.g., out-group members).



SUMMARY

Since it first appeared more than 30 years ago, under the title “vertical dyad linkage theory,” LMX theory has been and continues to be a much-studied approach to leadership. LMX theory addresses leadership as a process centered on the interactions between leaders and followers. It makes the leader–member relationship the pivotal concept in the leadership process.

In the early studies of LMX theory, a leader’s relationship to the overall work unit was viewed as a series of vertical dyads, categorized as being of two different types. Leader–member dyads based on expanded role relationships were called the leader’s in-group, and those based on formal job descriptions were called the out-group. It is believed that subordinates become in-group members based on how well they get along with the leader and whether they are willing to expand their role responsibilities. Subordinates who maintain only formal hierarchical relationships with their leader become out-group members. Whereas in-group members receive extra influence, opportunities, and rewards, out-group members receive standard job benefits.

Subsequent studies of LMX theory were directed toward how leader–member exchanges affected organizational performance. Researchers found that high-quality exchanges between leaders and followers produced multiple positive outcomes (e.g., less employee turnover, greater organizational commitment, and more promotions). In general, researchers determined that good leader–member exchanges resulted in followers feeling better, accomplishing more, and helping the organization prosper.

The most recent emphasis in LMX research has been on leadership making, which emphasizes that leaders should try to develop high-quality exchanges with all of their subordinates. Leadership making develops over time and includes a stranger phase, acquaintance phase, and partner phase. By taking on and fulfilling new role responsibilities, followers move through these three phases to develop mature partnerships with their leaders. These partnerships, which are marked by a high degree of mutual trust, respect, and obligation, have positive payoffs for the individuals themselves, and they also help the organization run more effectively.

There are several positive features to LMX theory. First, LMX theory is a strong descriptive approach that explains how leaders use some subordinates (in-group members) more than others (out-group members) to accomplish organizational goals effectively. Second, LMX theory is unique in

that, unlike other approaches, it makes the leader–member relationship the focal point of the leadership process. Related to this focus, LMX theory is noteworthy because it directs our attention to the importance of effective communication in leader–member relationships. In addition, it reminds us to be evenhanded in how we relate to our subordinates. Last, LMX theory is supported by a multitude of studies that link high-quality leader–member exchanges to positive organizational outcomes.

There are also negative features in LMX theory. First, LMX theory runs counter to our principles of fairness and justice in the workplace by suggesting that some members of the work unit receive special attention and others do not. The perceived inequalities created by the use of in-groups can have a devastating impact on the feelings, attitudes, and behavior of out-group members. Second, LMX theory emphasizes the importance of leader–member exchanges but fails to explain the intricacies of how one goes about creating high-quality exchanges. Although the model promotes building trust, respect, and commitment in relationships, it does not fully explicate how this takes place. Finally, there are questions about whether the measurement procedures used in LMX research are adequate to fully capture the complexities of the leader–member exchange process.

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Transformational Leadership



DESCRIPTION

One of the current approaches to leadership that has been the focus of much research since the early 1980s is the transformational approach. In fact, it has grown in popularity since the first edition of this book was published. Transformational leadership is part of the “New Leadership” paradigm (Bryman, 1992), which gives more attention to the charismatic and affective elements of leadership. Bass and Riggio (2006) suggested that its popularity may be due to its emphasis on intrinsic motivation and follower development. Transformational leadership fits the needs of today’s work groups, who want to be inspired and empowered to succeed in times of uncertainty. In a content analysis of articles published in *Leadership Quarterly*, Lowe and Gardner (2001) found that one third of the research was about transformational or charismatic leadership. Clearly, many scholars are studying transformational leadership, and it occupies a central place in leadership research.

As its name implies, transformational leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals and includes assessing followers’ motives, satisfying their needs, and treating them as full human beings. Transformational leadership involves an exceptional form of influence that

moves followers to accomplish more than what is usually expected of them. It is a process that often incorporates charismatic and visionary leadership.

An encompassing approach, transformational leadership can be used to describe a wide range of leadership, from very specific attempts to influence followers on a one-to-one level to very broad attempts to influence whole organizations and even entire cultures. Although the transformational leader plays a pivotal role in precipitating change, followers and leaders are inextricably bound together in the transformation process.

TRANSFORMATIONAL LEADERSHIP DEFINED

The term *transformational leadership* was first coined by Downton (1973); however, its emergence as an important approach to leadership began with a classic work by political sociologist James MacGregor Burns titled *Leadership* (1978). In his work, Burns attempted to link the roles of leadership and followership. He wrote of leaders as people who tap the motives of followers in order to better reach the goals of leaders and followers (p. 18). For Burns, leadership is quite different from power because it is inseparable from followers' needs.

Burns distinguished between two types of leadership: *transactional* and *transformational*. Transactional leadership refers to the bulk of leadership models, which focus on the exchanges that occur between leaders and their followers. Politicians who win votes by promising no new taxes are demonstrating transactional leadership. Similarly, managers who offer promotions to employees who surpass their goals are exhibiting transactional leadership. In the classroom, teachers are being transactional when they give students a grade for work completed. The exchange dimension of transactional leadership is very common and can be observed at many levels throughout all types of organizations.

In contrast to transactional leadership, transformational leadership is the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower. This type of leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential. Burns points to Mohandas Gandhi as a classic example of transformational leadership. Gandhi raised the hopes and demands of millions of his people and in the process was changed himself.

Another good example of transformational leadership can be observed in the life of Ryan White. This teenager raised the American people's awareness about AIDS and in the process became a spokesperson for increasing government support of AIDS research. In Canada, Terry Fox is an example of a transformational leader. At 18, Terry was diagnosed with bone cancer and had to have his right leg amputated 6 inches above the knee. Moved by the suffering of other patients, Terry decided to run across Canada to raise money for cancer research. He called his journey the "Marathon of Hope." Although he passed away, his legacy remains strong, and to date more than \$300 million has been raised in Terry's name. In the organizational world, an example of transformational leadership would be a manager who attempts to change his or her company's corporate values to reflect a more humane standard of fairness and justice. In the process, both the manager and followers may emerge with a stronger and higher set of moral values.

Because the conceptualization of transformational leadership set forth by Burns (1978) includes raising the level of morality in others, it is difficult to use this term when describing leaders such as Adolf Hitler and Saddam Hussein, who were transforming but in a negative way. To deal with this problem Bass (1998) coined the term *pseudotransformational leadership*. This term refers to leaders who are self-consumed, exploitive, and power-oriented, with warped moral values (Bass & Riggio, 2006). Pseudotransformational leadership is considered personalized leadership, which focuses on the leader's own interests rather than the interests of others (Bass & Steidlmeier, 1999). Authentic transformational leadership is socialized leadership, which is concerned with the collective good. Socialized transformational leaders transcend their own interests for the sake of others (Howell & Avolio, 1993).

TRANSFORMATIONAL LEADERSHIP AND CHARISMA

At about the same time Burns's book was published, House (1976) published a theory of charismatic leadership. Since its publication, charismatic leadership has received a great deal of attention by researchers (e.g., Conger, 1999; Hunt & Conger, 1999). It is often described in ways that make it similar to, if not synonymous with, transformational leadership.

The word *charisma* was first used to describe a special gift that certain individuals possess that gives them the capacity to do extraordinary things.

Weber (1947) provided the most well-known definition of charisma as a special personality characteristic that gives a person superhuman or exceptional powers and is reserved for a few, is of divine origin, and results in the person being treated as a leader. Despite Weber's emphasis on charisma as a personality characteristic, he also recognized the important role played by followers in validating charisma in these leaders (Bryman, 1992; House, 1976).

In his theory of charismatic leadership, House suggested that charismatic leaders act in unique ways that have specific charismatic effects on their followers (Table 9.1). For House, the personal characteristics of a charismatic leader include being dominant, having a strong desire to influence others, being self-confident, and having a strong sense of one's own moral values.

Table 9.1 *Personality Characteristics, Behaviors, and Effects on Followers of Charismatic Leadership*

| Personality Characteristics | Behaviors | Effects on Followers |
|------------------------------------|--------------------------------|---|
| Dominant | Sets strong role model | Trust in leader's ideology |
| Desire to influence | Shows competence | Belief similarity between leader and follower |
| Confident | Articulates goals | Unquestioning acceptance |
| Strong values | Communicates high expectations | Affection toward leader |
| | Expresses confidence | Obedience |
| | Arouses motives | Identification with leader |
| | | Emotional involvement |
| | | Heightened goals |
| | | Increased confidence |

In addition to displaying certain personality characteristics, charismatic leaders also demonstrate specific types of behaviors. First, they are strong role models for the beliefs and values they want their followers to adopt. For example, Gandhi advocated nonviolence and was an exemplary role

model of civil disobedience. Second, charismatic leaders appear competent to followers. Third, they articulate ideological goals that have moral overtones. Martin Luther King Jr.'s famous "I Have a Dream" speech is an example of this type of charismatic behavior.

Fourth, charismatic leaders communicate high expectations for followers, and they exhibit confidence in followers' abilities to meet these expectations. The impact of this behavior is to increase followers' sense of competence and self-efficacy (Avolio & Gibbons, 1988), which in turn improves their performance. Fifth, charismatic leaders arouse task-relevant motives in followers that may include affiliation, power, or esteem. For example, John F. Kennedy appealed to the human values of the American people when he stated, "Ask not what your country can do for you; ask what you can do for your country." According to House's charismatic theory, several effects are the direct result of charismatic leadership. They include follower trust in the leader's ideology, similarity between the followers' beliefs and the leader's beliefs, unquestioning acceptance of the leader, expression of warmth toward the leader, follower obedience, identification with the leader, emotional involvement in the leader's goals, heightened goals for followers, and follower confidence in goal achievement. Consistent with Weber, House contends that these charismatic effects are more likely to occur in contexts in which followers feel distress because in stressful situations followers look to leaders to deliver them from their difficulties.

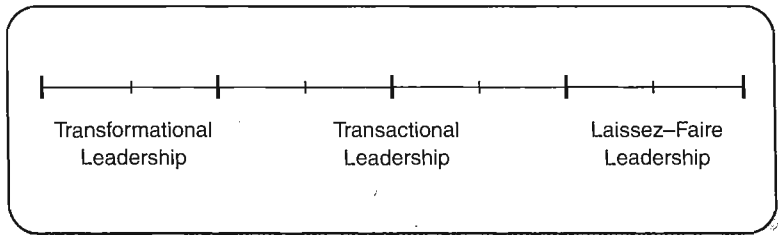
House's charismatic theory has been extended and revised through the years (see Conger, 1999; Conger & Kanungo, 1998). One major revision to the theory was made by Shamir, House, and Arthur (1993). They postulated that charismatic leadership transforms followers' self-concepts and tries to link the identity of followers to the collective identity of the organization. Charismatic leaders forge this link by emphasizing the intrinsic rewards of work and de-emphasizing the extrinsic rewards. The hope is that followers will view work as an expression of themselves. Throughout the process, leaders express high expectations for followers and help them gain a sense of confidence and self-efficacy. In summary, charismatic leadership works because it ties followers and their self-concepts to the organizational identity.

A MODEL OF TRANSFORMATIONAL LEADERSHIP

In the mid-1980s, Bass (1985) provided a more expanded and refined version of transformational leadership that was based on, but not fully

consistent with, the prior works of Burns (1978) and House (1976). In his approach, Bass extended Burns's work by giving more attention to followers' rather than leaders' needs, by suggesting that transformational leadership could apply to situations in which the outcomes were not positive, and by describing transactional and transformational leadership as a single continuum (Figure 9.1) rather than mutually independent continua (Yammarino, 1993). Bass extended House's work by giving more attention to the emotional elements and origins of charisma and by suggesting that charisma is a necessary but not sufficient condition for transformational leadership (Yammarino, 1993).

Figure 9.1 Leadership Continuum From Transformational to Laissez-Faire Leadership



Bass (1985, p. 20) argues that transformational leadership motivates followers to do more than the expected by (a) raising followers' levels of consciousness about the importance and value of specified and idealized goals, (b) getting followers to transcend their own self-interest for the sake of the team or organization, and (c) moving followers to address higher-level needs. An elaboration of the dynamics of the transformation process is provided in his model of transformational and transactional leadership (Bass, 1985, 1990; Bass & Avolio, 1993, 1994). Additional clarification of the model is provided by Avolio in his book *Full Leadership Development: Building the Vital Forces in Organizations* (1999).

As can be seen in Table 9.2, the model of transformational and transactional leadership incorporates seven different factors. These factors are also illustrated in the Full Range of Leadership model, which is provided in Figure 9.2. A discussion of each of these seven factors will help to clarify Bass's model. This discussion will be divided into three parts:

Table 9.2 Leadership Factors

| TRANSFORMATIONAL LEADERSHIP | TRANSACTIONAL LEADERSHIP | LAISSEZ-FAIRE LEADERSHIP |
|--|---|--|
| Factor 1 Idealized Influence Charisma | Factor 5 Contingent Reward Constructive Transactions | Factor 7 Laissez-Faire Nontransactional |
| Factor 2 Inspirational Motivation | Factor 6 Management-by-Exception Active and Passive Corrective Transactions | |
| Factor 3 Intellectual Stimulation | | |
| Factor 4 Individualized Consideration | | |

transformational factors (4), transactional factors (2), and the nonleadership, nontransactional factor (1).

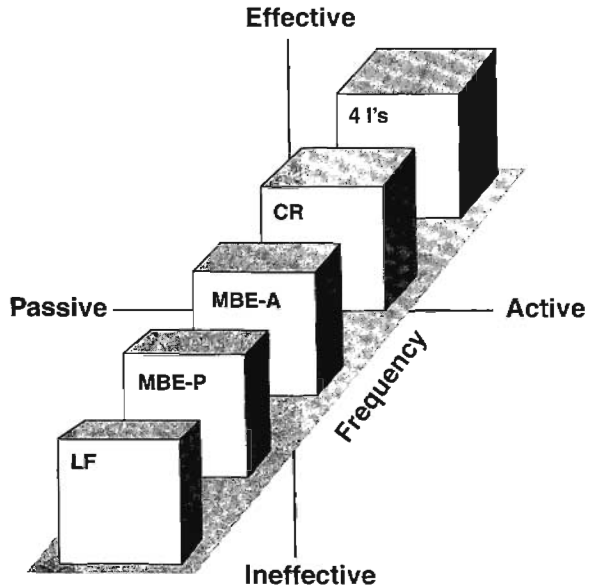
Transformational Leadership Factors

Transformational leadership is concerned with improving the performance of followers and developing followers to their fullest potential (Avolio, 1999; Bass & Avolio, 1990a). People who exhibit transformational leadership often have a strong set of internal values and ideals, and they are effective at motivating followers to act in ways that support the greater good rather than their own self-interests (Kuhnert, 1994).

Idealized Influence

Factor 1 is called *charisma* or *idealized influence*. It describes leaders who act as strong role models for followers; followers identify with these leaders and want very much to emulate them. These leaders usually have very high standards of moral and ethical conduct and can be counted on to

Figure 9.2 Full Range of Leadership Model



LEGEND

Nonleadership

LF Laissez-Faire

Transactional

MBE-P Management-by-Exception, Passive

MBE-A Management-by-Exception, Active

CR Contingent Reward

Transformational 4 I's

Idealized Influence

Inspirational Motivation

Intellectual Stimulation

Individualized Consideration

SOURCE: From Bass, B. M., & Avolio, B. J., *Improving Organizational Effectiveness Through Transformational Leadership*, copyright © 1994, Sage Publications, Inc. Reprinted with permission.

do the right thing. They are deeply respected by followers, who usually place a great deal of trust in them. They provide followers with a vision and a sense of mission.

In essence, the charisma factor describes people who are special and who make others want to follow the vision they put forward. A person whose

leadership exemplifies the charisma factor is Nelson Mandela, the first nonwhite president of South Africa. Mandela is viewed as a leader with high moral standards and a vision for South Africa that resulted in monumental change in how the people of South Africa would be governed. His charismatic qualities and the people's response to them transformed an entire nation.

Inspirational Motivation

Factor 2 is called *inspiration* or *inspirational motivation*. This factor is descriptive of leaders who communicate high expectations to followers, inspiring them through motivation to become committed to and a part of the shared vision in the organization. In practice, leaders use symbols and emotional appeals to focus group members' efforts to achieve more than they would in their own self-interest. Team spirit is enhanced by this type of leadership. An example of this factor would be a sales manager who motivates his or her sales force to excel in their work through encouraging words and pep talks that clearly communicate the integral role they play in the future growth of the company.

Intellectual Stimulation

Factor 3 is *intellectual stimulation*. It includes leadership that stimulates followers to be creative and innovative and to challenge their own beliefs and values as well as those of the leader and the organization.

This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. It encourages followers to think things out on their own and engage in careful problem solving. An example of this type of leadership is a plant manager who promotes workers' individual efforts to develop unique ways to solve problems that have caused slowdowns in production.

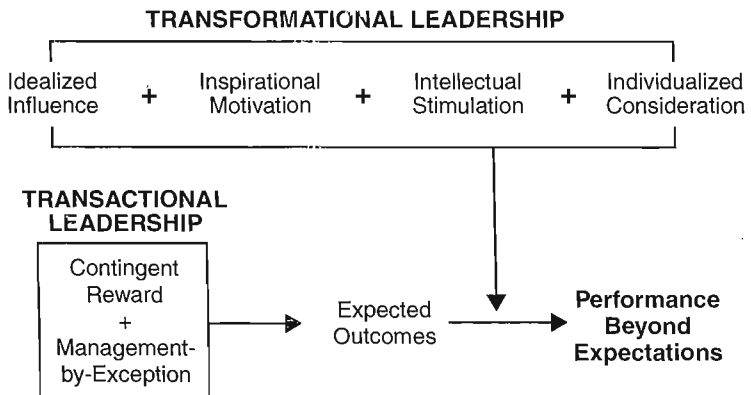
Individualized Consideration

Factor 4 of the transformational factors is called *individualized consideration*. This factor is representative of leaders who provide a supportive climate in which they listen carefully to the individual needs of followers. Leaders act as coaches and advisers while trying to assist followers in becoming fully actualized. These leaders may use delegation to help followers grow through personal challenges. An example of this type of

leadership is a manager who spends time treating each employee in a caring and unique way. For some employees, the leader may give strong affiliation; for others, the leader may give specific directives with a high degree of structure.

In essence, transformational leadership produces greater effects than transactional leadership (Figure 9.3). Whereas transactional leadership results in expected outcomes, transformational leadership results in performance that goes well beyond what is expected. In a meta-analysis of 39 studies in the transformational literature, for example, Lowe, Kroeck, and Sivasubramaniam (1996) found that people who exhibited transformational leadership were perceived to be more effective leaders with better work outcomes than those who exhibited only transactional leadership. These findings were true for higher- and lower-level leaders and for leaders in both public and private settings. Transformational leadership moves followers to accomplish more than what is usually expected of them. They become motivated to transcend their own self-interests for the good of the group or organization (Bass & Avolio, 1990a).

Figure 9.3 The Additive Effect of Transformational Leadership



SOURCE: Adapted from "The Implications of Transactional and Transformational Leadership for Individual, Team, and Organizational Development," by B. M. Bass and B. J. Avolio, 1990a, *Research in Organizational Change and Development*, 4, 231-272.

Transactional Leadership Factors

Transactional leadership differs from transformational leadership in that the transactional leader does not individualize the needs of subordinates or focus on their personal development. Transactional leaders exchange things of value with subordinates to advance their own and their subordinates' agendas (Kuhnert, 1994). Transactional leaders are influential because it is in the best interest of subordinates to do what the leader wants (Kuhnert & Lewis, 1987).

Contingent Reward

Factor 5, *contingent reward*, is the first of two transactional leadership factors (see Figure 9.2). It is an exchange process between leaders and followers in which effort by followers is exchanged for specified rewards. With this kind of leadership, the leader tries to obtain agreement from followers on what must be done and what the payoffs will be for the people doing it. An example of this type of transaction is a parent who negotiates with a child how much television she or he can watch after practicing the piano. Another example often occurs in the academic setting: A dean negotiates with a college professor about the number and quality of publications he or she needs in order to receive tenure and promotion.

Management-by-Exception

Factor 6 is called *management-by-exception*, which is leadership that involves corrective criticism, negative feedback, and negative reinforcement. Management-by-exception takes two forms: active and passive. A leader using the active form of management-by-exception watches followers closely for mistakes or rule violations and then takes corrective action. An example of active management-by-exception can be illustrated in the leadership of a sales supervisor who daily monitors how employees approach customers; she quickly corrects salespeople who are slow to approach customers in the prescribed manner. A leader using the passive form intervenes only after standards have not been met or problems have arisen. An example of passive management-by-exception is illustrated in the leadership of a supervisor who gives an employee a poor performance evaluation without ever talking with the employee about her or his prior work performance. In essence, both the active and passive management

types use more negative reinforcement patterns than the positive reinforcement pattern described in Factor 5 under contingent reward.

Nonleadership Factor

In the model, the nonleadership factor diverges further from transactional leadership and represents behaviors that are nontransactional.

Laissez-Faire

Factor 7 describes leadership that falls at the far right side of the transactional–transformational leadership continuum (see Figure 9.1). This factor represents the absence of leadership. As the French phrase implies, the *laissez-faire* leader takes a “hands-off, let-things-ride” approach. This leader abdicates responsibility, delays decisions, gives no feedback, and makes little effort to help followers satisfy their needs. There is no exchange with followers or attempt to help them grow. An example of a *laissez-faire* leader is the president of a small manufacturing firm who calls no meetings with plant supervisors, has no long-range plan for her or his company, and makes little contact with employees.

OTHER TRANSFORMATIONAL PERSPECTIVES

In addition to Bass’s (1985, 1990; Bass & Avolio, 1994) work, two other lines of research have contributed in unique ways to our understanding of the nature of transformational leadership. They are the research of Bennis and Nanus (1985) and the work of Kouzes and Posner (1987, 2002). These scholars used similar research methods. They identified a number of middle or senior-level leaders and conducted interviews with them, using open-ended, semistructured questionnaires. From this information, they constructed their models of leadership.

Bennis and Nanus

Bennis and Nanus (1985) asked 90 leaders basic questions such as, What are your strengths and weaknesses? What past events most influenced your leadership approach? What were the critical points in your career? From the

answers leaders provided to these questions, Bennis and Nanus identified four common strategies used by leaders in transforming organizations.

First, transforming leaders had a clear *vision* of the future state of their organizations. It was an image of an attractive, realistic, and believable future (Bennis & Nanus, 1985, p. 89). The vision usually was simple, understandable, beneficial, and energy creating. The compelling nature of the vision touched the experiences of followers and pulled them into supporting the organization. When an organization has a clear vision, it is easier for people within the organization to learn how they fit in with the overall direction of the organization and even the society in general. It empowers them because they feel they are a significant dimension of a worthwhile enterprise (pp. 90–91). Bennis and Nanus found that to be successful, the vision had to grow out of the needs of the entire organization and be claimed by those within it. Although leaders play a large role in articulating the vision, the emergence of the vision originates from both the leaders and the followers.

Second, transforming leaders were *social architects* for their organizations. This means they created a shape or form for the shared meanings people maintained within their organizations. These leaders communicated a direction that transformed their organization's values and norms. In many cases, these leaders were able to mobilize people to accept a new group identity or a new philosophy for their organizations.

Third, transforming leaders created *trust* in their organizations by making their own positions clearly known and then standing by them. Trust has to do with being predictable or reliable, even in situations that are uncertain. For organizations, leaders built trust by articulating a direction and then consistently implementing the direction even though the vision may have involved a high degree of uncertainty. Bennis and Nanus (1985) found that when leaders established trust in an organization, it gave the organization a sense of integrity analogous to a healthy identity (p. 48).

Fourth, transforming leaders used creative deployment of self through positive self-regard. Leaders knew their strengths and weaknesses, and they emphasized their strengths rather than dwelling on their weaknesses. Based on an awareness of their own competence, effective leaders were able to immerse themselves in their tasks and the overarching goals of their organizations. They were able to fuse a sense of self with the work at hand. Bennis and Nanus also found that positive self-regard in leaders had a reciprocal impact on followers, creating in them feelings of confidence and high expectations. In addition, leaders in the study were committed to

learning and relearning, so in their organizations there was consistent emphasis on education.

Kouzes and Posner

Kouzes and Posner (1987, 2002) developed their model by interviewing leaders about leadership. They interviewed more than 1,300 middle- and senior-level managers in private and public sector organizations and asked them to describe their “personal best” experiences as leaders. Based on a content analysis of these descriptions, Kouzes and Posner constructed a model of leadership.

The Kouzes and Posner model consists of five fundamental *practices* that enable leaders to get extraordinary things accomplished: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. For each of the five practices of exemplary leadership, Kouzes and Posner also have identified two commitments that serve as strategies for practicing exemplary leadership.

Model the Way

To model the way, leaders need to be clear about their own values and philosophy. They need to find their own voice and express it to others. Exemplary leaders set a personal example for others by their own behaviors. They also follow through on their promises and commitments and affirm the common values they share with others.

Inspire a Shared Vision

Effective leaders create compelling visions that can guide people’s behavior. They are able to visualize positive outcomes in the future and communicate them to others. Leaders also listen to the dreams of others and show them how their dreams can be realized. Through inspiring visions, leaders challenge others to transcend the status quo to do something for others.

Challenge the Process

Challenging the process means being willing to change the status quo and step into the unknown. It includes being willing to innovate, grow, and improve. Exemplary leaders are like pioneers: They want to experiment and try new things. They are willing to take risks to make things better. When exemplary leaders take risks, they do it one step at a time, learning from their mistakes as they go.

Enable Others to Act

Outstanding leaders are effective at working with people. They build trust with others and promote collaboration. Teamwork and cooperation are highly valued by these leaders. They listen closely to diverse points of view and treat others with dignity and respect. They also allow others to make choices, and they support the decisions that others make. In short, they create environments where people can feel good about their work and how it contributes to the greater community.

Encourage the Heart

Leaders encourage the heart by rewarding others for their accomplishments. It is natural for people to want support and to be recognized. Effective leaders are attentive to this need and are willing to give praise to workers for jobs well done. They use authentic celebrations and rituals to show appreciation and encouragement to others. The outcome of this kind of support is greater collective identity and community spirit.

Overall, the Kouzes and Posner model emphasizes behaviors and has a prescriptive quality: It recommends what people need to do in order to become effective leaders. The five practices and their accompanying commitments provide a unique set of prescriptions for leaders. Kouzes and Posner (2002, p. 13) stress that the five practices of exemplary leadership are available to everyone and are not reserved for those with “special” ability. The model is not about personality; it is about practice.

To measure the behaviors described in the model, Kouzes and Posner developed the Leadership Practices Inventory (LPI). The LPI is a 360-degree leadership assessment tool that consists of 30 questions that assess individual leadership competencies. It has been widely used in leadership training and development.

HOW DOES THE TRANSFORMATIONAL APPROACH WORK?

The transformational approach to leadership is a broad-based perspective that encompasses many facets and dimensions of the leadership process. In general, it describes how leaders can initiate, develop, and carry out significant changes in organizations. Although not definitive, the steps followed by transformational leaders usually take the following form.

Transformational leaders set out to empower followers and nurture them in change. They attempt to raise the consciousness in individuals and to get them to transcend their own self-interests for the sake of others. For example, Jung, Chow, and Wu (2003) studied upper-level leadership in 32 Taiwanese companies and found that transformational leadership was directly related to organizational innovation. Transformational leadership created a culture in which employees felt empowered and encouraged to freely discuss and try new things.

To create change, transformational leaders become strong role models for their followers. They have a highly developed set of moral values and a self-determined sense of identity (Avolio & Gibbons, 1988). They are confident, competent, and articulate, and they express strong ideals. They listen to followers and are not intolerant of opposing viewpoints. A spirit of cooperation often develops between these leaders and their followers. Followers want to emulate transformational leaders because they learn to trust them and believe in the ideas for which they stand.

It is common for transformational leaders to create a vision. The vision emerges from the collective interests of various individuals and units in an organization. The vision is a focal point for transformational leadership. It gives the leader and the organization a conceptual map for where the organization is headed; it gives meaning and clarifies the organization's identity. Furthermore, the vision gives followers a sense of identity within the organization and also a sense of self-efficacy (Shamir et al., 1993).

The transformational approach also requires that leaders become social architects. This means that they make clear the emerging values and norms of the organization. They involve themselves in the culture of the organization and help shape its meaning. People need to know their roles and understand how they contribute to the greater purposes of the organization. Transformational leaders are out front in interpreting and shaping for organizations the shared meanings that exist within them.

Throughout the process, transformational leaders are effective at working with people. They build trust and foster collaboration with others. Transformational leaders encourage others and celebrate their accomplishments. In the end, transformational leadership results in people feeling better about themselves and their contributions to the greater good.

STRENGTHS

In its present stage of development, the transformational approach has several strengths. First, transformational leadership has been widely researched from many different perspectives, including a series of qualitative studies of prominent leaders and CEOs in large, well-known organizations, and has also been the focal point for a large body of leadership research since its introduction in the 1970s. For example, a recent content analysis of all the articles published in *Leadership Quarterly* over the past decade showed that 34% of the articles were about transformational or charismatic leadership (Lowe & Gardner, 2001). In addition, more than 200 theses, dissertations, and research projects have been conducted using this approach.

Second, transformational leadership has intuitive appeal. The transformational perspective describes how the leader is out front advocating change for others, and this concept is consistent with society's popular notion of what leadership means. People are attracted to transformational leadership because it makes sense to them. It is appealing that a leader will provide a vision for the future.

Third, transformational leadership treats leadership as a process that occurs between followers and leaders. Because this process incorporates both the followers' and the leader's needs, leadership is not the sole responsibility of a leader but rather emerges from the interplay between leaders and followers. The needs of others are central to the transformational leader. As a result, followers gain a more prominent position in the leadership process because their attributions are instrumental in the evolving transformational process (Bryman, 1992, p. 176).

Fourth, the transformational approach provides a broader view of leadership that augments other leadership models. Many leadership models focus primarily on how leaders exchange rewards for achieved goals—the transactional process. The transformational approach provides an expanded picture of leadership that includes not only the exchange of rewards but also leaders' attention to the needs and growth of followers (Avolio, 1999; Bass, 1985).

Fifth, transformational leadership places a strong emphasis on followers' needs, values, and morals. Burns (1978) suggested that transformational leadership involves attempts by leaders to move people to higher standards of moral responsibility. It includes motivating followers to transcend their own self-interests for the good of the team, organization, or

community (Howell & Avolio, 1993; Shamir et al., 1993). Transformational leadership is fundamentally morally uplifting (Avolio, 1999). This emphasis sets the transformational approach apart from all other approaches to leadership because it suggests that leadership has a moral dimension. Therefore, the coercive uses of power by people such as Hitler, Jim Jones, and David Koresh can be disregarded as models of leadership.

Finally, there is substantial evidence that transformational leadership is an effective form of leadership (Yukl, 1999). In a critique of transformational and charismatic leadership, Yukl reported that in studies that used the Multifactor Leadership Questionnaire (MLQ) to appraise leaders, transformational leadership was positively related to subordinate satisfaction, motivation, and performance. Furthermore, in studies that used interviews and observations, transformational leadership was shown to be effective in a variety of different situations.

CRITICISMS

Transformational leadership also has several weaknesses. One criticism is that it lacks conceptual clarity. Because it covers such a wide range, including creating a vision, motivating, being a change agent, building trust, giving nurturance, and acting as a social architect, to name a few, it is difficult to define exactly the parameters of transformational leadership. Specifically, research by Tracey and Hinkin (1998) has shown substantial overlap between each of the Four I's (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), suggesting that the dimensions are not clearly delimited. Furthermore, the parameters of transformational leadership often overlap with similar conceptualizations of leadership. Bryman (1992), for example, points out that transformational and charismatic leadership often are treated synonymously even though in some models of leadership (e.g., Bass, 1985) charisma is only one component of transformational leadership.

Another criticism revolves around how transformational leadership is measured. Researchers typically have used some version of the MLQ to measure transformational leadership. However, some studies have challenged the validity of the MLQ. In some versions of the MLQ, the four factors of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) correlate highly with each other, which means they are not distinct factors (Tejeda, Scandura, &

Pillai, 2001). In addition, some of the transformational factors correlate with the transactional and laissez-faire factors, which means they may not be unique to the transformational model (Tejeda et al., 2001).

A third criticism some have made is that transformational leadership treats leadership as a personality trait or personal predisposition rather than a behavior in which people can be instructed (Bryman, 1992, pp. 100–102). If it is a trait, training people in this approach becomes more problematic because it is difficult to teach people how to change their traits. Even though many scholars, including Weber, House, and Bass, emphasize that transformational leadership is concerned with leader behaviors, such as how leaders involve themselves with followers, there is an inclination to see this approach from a trait perspective. Perhaps this problem is exacerbated because the word *transformational* creates images of one person being the most active component in the leadership process. For example, even though “creating a vision” involves follower input, there is a tendency to see transformational leaders as visionaries. There is also a tendency to see transformational leaders as people who have special qualities that *transform* others. These images accentuate a trait characterization of transformational leadership.

A fourth criticism some have made is that transformational leadership is elitist and antidemocratic (Avolio, 1999; Bass & Avolio, 1993). Transformational leaders often play a direct role in creating changes, establishing a vision, and advocating new directions. This gives the strong impression that the leader is acting independently of followers or putting himself or herself above the followers’ needs. Although this criticism of elitism has been refuted by Bass and Avolio (1993) and Avolio (1999), who contend that transformational leaders can be directive and participative as well as democratic and authoritarian, the substance of the criticism raises valid questions about transformational leadership.

Related to this criticism, some have argued that transformational leadership suffers from a “heroic leadership” bias (Yukl, 1999). Transformational leadership stresses that it is the *leader* who moves *followers* to do exceptional things. By focusing primarily on the leader, researchers have failed to give attention to shared leadership or reciprocal influence. Followers can influence leaders just as leaders can influence followers. More attention should be directed toward how leaders can encourage followers to challenge the leader’s vision and share in the leadership process.

A final criticism of transformational leadership is that it has the potential to be abused. Transformational leadership is concerned with changing

people's values and moving them to a new vision. But who is to determine whether the new directions are good and more affirming? Who decides that a new vision is a better vision? If the values to which the leader is moving his or her followers are not better, and if the set of human values is not more redeeming, then the leadership must be challenged. However, the dynamics of how followers challenge leaders or respond to their visions is not fully understood.

There is a need to understand how transformational leaders affect followers psychologically and how leaders respond to followers' reactions. In fact, Burns argues that understanding this area (i.e., charisma and follower worship) is one of the central problems in leadership studies today (Bailey & Axelrod, 2001). The charismatic nature of transformational leadership presents significant risks for organizations because it can be used for destructive purposes (Conger, 1999; Howell & Avolio, 1993).

History is full of examples of charismatic individuals who used coercive power to lead people to evil ends. For this reason, transformational leadership puts a burden on individuals and organizations to be aware of how they are being influenced and in what directions they are being asked to go.

APPLICATION

Rather than being a model that tells leaders what to do, transformational leadership provides a broad set of generalizations of what is typical of leaders who are transforming or who work in transforming contexts. Unlike other leadership approaches, such as contingency theory and situational leadership, transformational leadership does not provide a clearly defined set of assumptions about how leaders should act in a particular situation to be successful. Rather, it provides a general way of thinking about leadership that emphasizes ideals, inspiration, innovations, and individual concerns. Transformational leadership requires that leaders be aware of how their own behavior relates to the needs of their subordinates and the changing dynamics within their organizations.

Bass and Avolio (1990a) suggested that transformational leadership can be taught to people at all levels in an organization and that it can positively affect a firm's performance. It can be used in recruitment, selection and promotion, and training and development. It can also be used in improving

team development, decision-making groups, quality initiatives, and reorganizations (Bass & Avolio, 1994).

Programs designed to develop transformational leadership usually require that leaders or their associates take the MLQ (Bass & Avolio, 1990b) or a similar questionnaire to determine the leader's particular strengths and weaknesses in transformational leadership. Taking the MLQ helps leaders pinpoint areas in which they could improve their leadership. For example, leaders might learn that it would be beneficial if they were more confident in expressing their goals, or that they needed to spend more time nurturing followers, or that they needed to be more tolerant of opposing viewpoints. The MLQ is the springboard to helping leaders improve a whole series of their leadership attributes.

One particular aspect of transformational leadership that has been given special emphasis in training programs is the process of building a vision. For example, it has become quite common for training programs to have leaders write elaborate statements that describe their own 5-year career plans and their perceptions of the future directions for their organizations. Working with leaders on vision statements is one way to help them enhance their transformational leadership behavior. Another important aspect of training is teaching leaders to exhibit greater individual consideration and promote intellectual stimulation for their followers. Lowe et al. (1996) found that this is particularly valuable for lower-level leaders in organizations.

Overall, transformational leadership provides leaders with information about a full range of their behaviors, from nontransactional to transactional to transformational. In the next section, we provide some actual leadership examples to which the principles of transformational leadership can be applied.

CASE STUDIES

In the following section, three brief case studies (Cases 9.1, 9.2, and 9.3) from very different contexts are provided. Each case describes a situation in which transformational leadership is present to some degree. The questions at the end of each case point to some of the unique issues surrounding the use of transformational leadership in ongoing organizations.

CASE 9.1

The Vision Failed

High Tech Engineering (HTE) is a 50-year-old family-owned manufacturing company with 250 employees that produces small parts for the aircraft industry. The president of HTE is Mr. Barelli, who came to the company from a smaller business with strong credentials as a leader in advanced aircraft technology. Before Mr. Barelli, the only president of HTE was the founder and owner of the company. The organizational structure at HTE was very traditional, and it was supported by a very rich organizational culture.

As the new president, Mr. Barelli sincerely wanted to transform HTE. He wanted to prove that new technologies and advanced management techniques could make HTE one of the best manufacturing companies in the country. To that end, Mr. Barelli created a vision statement that was displayed throughout the company. The two-page statement, which had a strong democratic tone, described the overall purposes, directions, and values of the company.

During the first 3 years of Mr. Barelli's tenure as president, several major reorganizations took place at the company. These were designed by Mr. Barelli and a select few of his senior managers. The intention of each reorganization was to implement advanced organizational structures to bolster the declared HTE vision.

Yet the major outcome of each of the changes was to dilute the leadership and create a feeling of instability among the employees. Most of the changes were made from the top down, with little input from lower or middle management. Some of the changes gave employees more control in circumstances where they needed less, whereas other changes limited employee input in contexts where employees should have been given more input. There were some situations in which individual workers reported to three different bosses, and other situations in which one manager had far too many workers to oversee. Rather than feeling comfortable in their various roles at HTE, employees began to feel uncertain about their responsibilities and how they contributed to stated goals of the company. The overall effect of the reorganizations was a precipitous drop in worker morale and production.

In the midst of all the changes, the vision that Mr. Barelli had for the company was lost. The instability that employees felt made it difficult for them to support the company's vision. People at HTE complained that although mission statements were displayed throughout the company, no one understood in which direction they were going.

To the employees at HTE, Mr. Barelli was an enigma. HTE was an American company that produced U.S. products, but Mr. Barelli drove a foreign car. Mr. Barelli claimed to be democratic in his style of leadership, but he was arbitrary in how he treated people; he acted in a nondirective style toward some people, and he showed arbitrary control toward others. He wanted to be seen as a hands-on manager, but he delegated operational control of the company to others while he focused on external customer relations and board of directors matters.

At times Mr. Barelli appeared to be insensitive to employees' concerns. He wanted HTE to be an environment in which everyone could feel empowered, but he often failed to listen closely to what employees were saying.

He seldom engaged in open, two-way communication. HTE had a long, rich history with many unique stories, but the employees felt that Mr. Barelli either misunderstood or did not care about that history.

Four years after arriving at HTE, Mr. Barelli stepped down as president after his operations officer ran the company into a large debt and cash-flow crisis. His dream of building HTE into a world-class manufacturing company was never realized.

Questions

1. If you were consulting with the board of directors at HTE, what would you advise them regarding Mr. Barelli's leadership from a transformational perspective?
2. Did Mr. Barelli have a clear vision for HTE, and was he able to implement it?
3. How effective was Mr. Barelli as a change agent and social architect for HTE?
4. What would you tell Mr. Barelli to do differently if he had the chance to return as president of HTE?



CASE 9.2

Students Dig It

Every year, Dr. Cook, a college professor, leads a group of 25 college students to the Middle East on an archaeological dig that usually lasts about 8 weeks. The participants, who come from big and small colleges throughout the country, usually have little knowledge or background in

what takes place during an excavation. Dr. Cook enjoys leading these expeditions because he likes teaching students about archaeology and because the outcomes of the digs actually advance his own scholarly work.

While planning for his annual summer excavation, Dr. Cook told the following story:

This summer will be interesting because I have 10 people returning from last year. Last year was quite a dig. During the first couple of weeks everything was very disjointed. Team members seemed lost, unmotivated, and tired. In fact, there was one time early on when it seemed as if nearly half the students were either physically ill or mentally exhausted. Students seemed lost and uncertain about the meaning of the entire project.

For example, it is our tradition to get up every morning at 4:30 A.M. to depart for the excavation site at 5:00 A.M. However, during the first weeks of the dig, few people were ever ready at 5, even after several reminders.

Every year it takes some time for people to learn where they fit with each other and with the purposes of the dig. The students all come from such different backgrounds. Some are from small, private, religious schools, and others are from large state universities. Each comes with a different agenda, different skills, and different work habits. One person may be a good photographer, another a good drawer, and another a good surveyor. It is my job to complete the excavation with the resources available to us.

At the end of Week 2, I called a meeting to assess how things were going. We talked about a lot of things including personal things, how our work was progressing, and what we needed to change. The students seemed to appreciate the chance to talk at this meeting. Each of them described their special circumstances and their hopes for the summer.

I told the students several stories about past digs; some were humorous, and others highlighted accomplishments. I shared my particular interests in this project and how I thought we as a group could accomplish the work that needed to be done at this important historical site. In particular, I stressed two points: (a) that they shared the responsibility for the successful outcome of the venture and (b) that they had independent authority to design, schedule, and carry out the details of their respective assignments, with the director and other senior staff available at all times as advisers and resource persons. In regard to the departure time issue, I told the participants that the standard departure time on digs was 5:00 A.M.

Well, shortly after our meeting I observed a real shift in the group attitude and atmosphere. People seemed to become more involved in the work, there was less sickness, and there was more camaraderie. All

assignments were completed without constant prodding and in a spirit of mutual support. Each morning at 5:00 A.M. everyone was ready to go.

I find that each year my groups are different. It's almost as if each of them has a unique personality. Perhaps that is why I find it so challenging. I try to listen to the students and use their particular strengths. It really is quite amazing how these students can develop in 8 weeks. They really become good at archaeology, and they accomplish a great deal.

This coming year will again be different because of the 10 returning "veterans."

Questions

1. How is this an example of transformational leadership?
2. Where are Dr. Cook's strengths on the Full Range of Leadership model (see Figure 9.2)?
3. What is the vision Dr. Cook has for the archaeology excavations?



CASE 9.3

Her Vision Was a Model Research Center

Ms. Adams began as a researcher at a large pharmaceutical company. After several years of observing how clinical drug studies were conducted, she realized that there was a need and opportunity for a research center not connected with a specific pharmaceutical company. In collaboration with other researchers, she launched a new company that was the first of its kind in the country. Within 5 years, Ms. Adams became president and CEO of the Independent Center for Clinical Research (ICCR). Under Ms. Adams's leadership, ICCR grew over a 10-year period to become a company with revenues of \$6 million and profits of \$1 million. ICCR employed 100 full-time employees, most of whom were women.

Ms. Adams wants ICCR to continue its pattern of formidable growth. Her vision for the company is to make it a model research center that will blend credible science with efficient and cost-effective clinical trials. To that end, the company, which is situated in a large urban setting, maintains strong links to academia, industry, and the community.

Ms. Adams and her style have a great deal to do with the success of ICCR. She is a freethinker who is always open to new ideas, opportunities, and approaches. She is a positive person who enjoys the nuances of life, and she is not afraid to take risks. Her optimistic approach has had a significant influence on the company's achievements and its organizational climate. People employed at ICCR claim they have never worked at a place that is so progressive and so positive in how it treats its employees and customers. The women employees at ICCR feel particularly strongly about Ms. Adams's leadership, and many of them use Ms. Adams as a role model. It is not by accident that the majority (85%) of the people who work at ICCR are women. Her support for women's concerns is evident in the type of drug studies the company selects to conduct and in her service to national committees on women's health and research issues. Within ICCR, Ms. Adams has designed an on-site day-care program, flextime scheduling for mothers with young children, and a benefit package that gives full health coverage to part-time employees. At a time when most companies are searching for ways to include more women in decision making, ICCR has women in established leadership positions at all levels.

Although Ms. Adams has been extremely effective at ICCR, the success of the company has resulted in many changes that have affected Ms. Adams's leadership at the company.

Rapid growth of ICCR has required that Ms. Adams spend a great deal of time traveling throughout the country. Because of her excessive travel, Ms. Adams has begun to feel distant from the day-to-day operations of ICCR. She has begun to feel as if she is losing her handle on what makes the company tick. For example, although she used to give weekly pep talks to supervisors, she finds that she now gives two formal presentations a year. Ms. Adams also complains of feeling estranged from employees at the company. At a recent directors' meeting she expressed frustration that people no longer called her by her first name, and others did not even know who she was.

Growth at ICCR has also demanded that more planning and decision making be delegated to department heads. This has been problematic for Ms. Adams, particularly in the area of strategic planning. Ms. Adams finds that the department heads are beginning to shift the focus of ICCR in a direction that contradicts her ideal model of what the company should be and what it is best at doing. Ms. Adams built the company on the idea that ICCR would be a strong blend of credible science and cost-effective clinical trials, and she does not want to give up that model. The directors, on the other hand, would like to see ICCR become similar to a standard pharmaceutical company dedicated primarily to the research and development of new drugs.

Questions

1. What is it about Ms. Adams's leadership that clearly suggests that she is engaged in transformational leadership?
2. In what ways has the growth of ICCR had an impact on Ms. Adams's leadership?
3. Given the problems Ms. Adams is confronting as a result of the growth of the company, what should she do to reestablish herself as a transformational leader at ICCR?



LEADERSHIP INSTRUMENT

The most widely used measure of transformational leadership is the MLQ. An earlier version of the MLQ was originally developed by Bass (1985), based on a series of interviews he and his associates conducted with 70 senior executives in South Africa. These executives were asked to recall leaders who had raised their awareness to broader goals, moved them to higher motives, or inspired them to put others' interests ahead of their own. The executives were then asked to describe how these leaders behaved—what they did to effect change. From these descriptions and from numerous other interviews with both junior and senior executives, Bass constructed the questions that make up the MLQ. The questions measure followers' perceptions of a leader's behavior for each of the factors in the Full Range of Leadership model (see Figure 9.2).

Antonakis, Avolio, and Sivasubramaniam (2003) assessed the psychometric properties of the MLQ using a business sample of more than 3,000 raters and found strong support for the validity of the MLQ. They found that the MLQ (Form 5X) clearly distinguished nine factors in the Full Range of Leadership model. Since the MLQ was first designed, it has gone through many revisions, and it continues to be refined to strengthen its reliability and validity.

Based on a summary analysis of a series of studies that used the MLQ to predict how transformational leadership relates to outcomes such as effectiveness, Bryman (1992) and Bass and Avolio (1994) have suggested that the charisma and motivation factors on the MLQ are the most likely to be related to positive effects. Individualized consideration, intellectual stimulation, and contingent reward are the next most important factors.

Management-by-exception in its passive form has been found to be somewhat related to outcomes, and in its active form it has been found to be negatively related to outcomes. Generally, laissez-faire leadership has been found to be negatively related to outcomes such as effectiveness and satisfaction in organizations.

We present sample items from the MLQ (Form 5X-short) in this section so that you can explore your beliefs and perceptions about transformational, transactional, and nontransactional leadership. This questionnaire should give you a clearer picture of your own style and the complexity of transformational leadership itself.

SUMMARY

One of the newest and most encompassing approaches to leadership, transformational leadership is concerned with the process of how certain leaders are able to inspire followers to accomplish great things. This approach stresses that leaders need to understand and adapt to the needs and motives of followers. Transformational leaders are recognized as change agents who are good role models, who can create and articulate a clear vision for an organization, who empower followers to meet higher standards, who act in ways that make others want to trust them, and who give meaning to organizational life.

Transformational leadership emerged from and is rooted in the writings of Burns (1978) and Bass (1985). The works of Bennis and Nanus (1985) and Kouzes and Posner (1987) are also representative of transformational leadership.

Transformational leadership can be assessed through use of the Multifactor Leadership Questionnaire (MLQ), which measures a leader's behavior in seven areas: idealized influence (charisma), inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, management-by-exception, and laissez-faire behavior. High scores on individualized consideration and motivation factors are most indicative of strong transformational leadership.

There are several positive features of the transformational approach, including that it is a current model that has received a lot of attention by

SAMPLE ITEMS FROM THE MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ) FORM 5X-SHORT

These questions provide examples of the items that are used to evaluate leadership style. The MLQ is provided in both self and rater forms. The self form measures self-perception of leadership behaviors. The rater form is used to measure leadership. By thinking about the leadership styles as exemplified below, you can get a sense of your own belief about your leadership.

Use the following key for the five possible responses:

| | | | | |
|------------|----------------|-----------|--------------|---------------------------|
| Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
| 0 | 1 | 2 | 3 | 4 |

Transformational Leadership Styles

| | | |
|---|--|-----------|
| Idealized Influence (Attributes) | I go beyond self-interest for the good of the group | 0 1 2 3 4 |
| Idealized Influence (Behaviors) | I consider the moral and ethical consequences of decisions | 0 1 2 3 4 |
| Inspirational Motivation | I talk optimistically about the future | 0 1 2 3 4 |
| Intellectual Stimulation | I re-examine critical assumptions to question whether they are appropriate | 0 1 2 3 4 |
| Individualized Consideration | I help others to develop their strengths | 0 1 2 3 4 |

Transactional Leadership Styles

| | | |
|--|---|-----------|
| Contingent Reward | I make clear what one can expect to receive when performance goals are achieved | 0 1 2 3 4 |
| Management by Exception: Active | I keep track of all mistakes | 0 1 2 3 4 |

Passive/Avoidant Leadership Styles

| | | |
|---|--|-----------|
| Management by Exception: Passive | I wait for things to go wrong before taking action | 0 1 2 3 4 |
| Laissez-faire | I avoid making decisions | 0 1 2 3 4 |

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researchers, it has strong intuitive appeal, it emphasizes the importance of followers in the leadership process, it goes beyond traditional transactional models and broadens leadership to include the growth of followers, and it places strong emphasis on morals and values.

Balancing off the positive features of transformational leadership are several weaknesses. These include that the approach lacks conceptual clarity; it is based on the MLQ, which has been challenged by some research; it creates a framework that implies that transformational leadership has a trait-like quality; it is sometimes seen as elitist and undemocratic; it suffers from a “heroic leadership” bias; and it has the potential to be used counterproductively in negative ways by leaders. Despite the weaknesses, transformational leadership appears to be a valuable and widely used approach.

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Team Leadership

Susan E. Kogler Hill

DESCRIPTION

Leadership in organizational groups or work teams has become one of the most popular and rapidly growing areas of leadership theory and research. Teams are organizational groups composed of members who are interdependent, who share common goals, and who must coordinate their activities to accomplish these goals. Examples of such groups include project management teams, task forces, work units, standing committees, quality teams, and improvement teams.

Reviews of the historical roots of group or team research provide a clear explanation of the long and diverse study of human groups (McGrath, Arrow, & Berdahl, 2000; Porter & Beyerlein, 2000). Porter and Beyerlein indicate that the study of groups actually began in the 1920s and 1930s with the focus of the human relations movement on collaborative efforts at work, as opposed to the individual efforts previously advocated by scientific management theorists. In the 1940s the focus shifted to the study of group dynamics and the development of social science theory. In the 1950s the focus moved to sensitivity training and T-groups and the role of leadership in these groups. Much of this early research was based on laboratory studies of experimental groups or field research on real-life groups for short periods of time, ignoring the contexts in which the groups were embedded (McGrath et al., 2000).

In the 1960s and 1970s the era of organizational development focused on developing team and leadership effectiveness through interventions in ongoing work teams. In the 1980s competition from Japan and other countries encouraged the focus on quality teams, benchmarking, and continuous improvement. In the 1990s the focus on organizational teams, while still focusing on quality, shifted to a global perspective focusing on organizational strategies for maintaining a competitive advantage. Organizations have faster response capability because of their flatter organizational structure, which relies on teams and new technology to enable communication across time and space (Porter & Beyerlein, 2000, pp. 3–19). Mankin, Cohen, and Bikson (1996, p. 217) refer to this new organization as being “team-based, technology-enabled.” The organizational team-based structure is an important way to remain competitive by responding quickly and adapting to constant and rapid changes.

Much research has focused on the problems confronting organizational work teams and on ways to make them more effective (Ilgen, Major, Hollenbeck, & Segoe, 1993). Research on the effectiveness of organizational teams has suggested that the use of teams has led to greater productivity, more effective use of resources, better decisions and problem solving, better-quality products and services, and greater innovation and creativity (Parker, 1990). The failures of teams have also been very dramatic and visible.

In a recent review of team research, Ilgen, Hollenbeck, Johnson, and Jundt (2005) suggest that studies since 1996 have become more complex, focusing on more team variables and no longer focusing exclusively on the outcome of team performance. Current research is also investigating the role of affective, behavioral, and cognitive processes in team success and viability. The role and impact of mediating processes such as trusting, bonding, planning, adapting, structuring, and learning are also being studied in terms of team performance and viability (2005, pp. 520–521).

Studies also suggest that it is essential to understand the role of leadership within teams to ensure team success and to avoid team failure. “Indeed, we would argue that effective leadership processes represent perhaps the most critical factor in the success of organizational teams” (Zaccaro, Rittman, & Marks, 2001, p. 452). Conversely, ineffective leadership often is seen as the primary reason teams fail (Stewart & Manz, 1995, p. 748). To ensure team success, we need to focus on and understand the necessary functions of leadership. It is important to note that these

functions can be performed by the formal team leader *and/or* shared by team members. Day, Gronn, and Salas (2004) refer to this shared or distributed leadership as *team leadership capacity*, encompassing the leadership repertoire of the entire team.

TEAM LEADERSHIP MODEL

The team leadership model proposed in this chapter places leadership in the driver's seat of team effectiveness. The model provides a mental road map to help the leader (or any team member who is providing leadership) diagnose team problems and take appropriate action to correct these problems.

Effective team performance begins with the leader's *mental model* of the situation. This mental model reflects not only the components of the problem confronting the team but also the environmental and organizational contingencies that define the larger context of team action. The leader develops a model of what the team problem is and what solutions are possible in this context, given the environmental and organizational constraints and resources (Zaccaro et al., 2001, p. 462).

To respond appropriately to the problem envisioned in the mental model, a good leader needs to be behaviorally flexible and have a wide repertoire of actions or skills to meet the team's diverse needs (Barge, 1996). When the leader's behavior matches the complexity of the situation, he or she is behaving with "requisite variety," or the set of behaviors necessary to meet the group's needs (Drecksel, 1991). Effective team leaders are able to construct accurate mental models of the team's problems by observing team functioning and can also take requisite action to solve these problems.

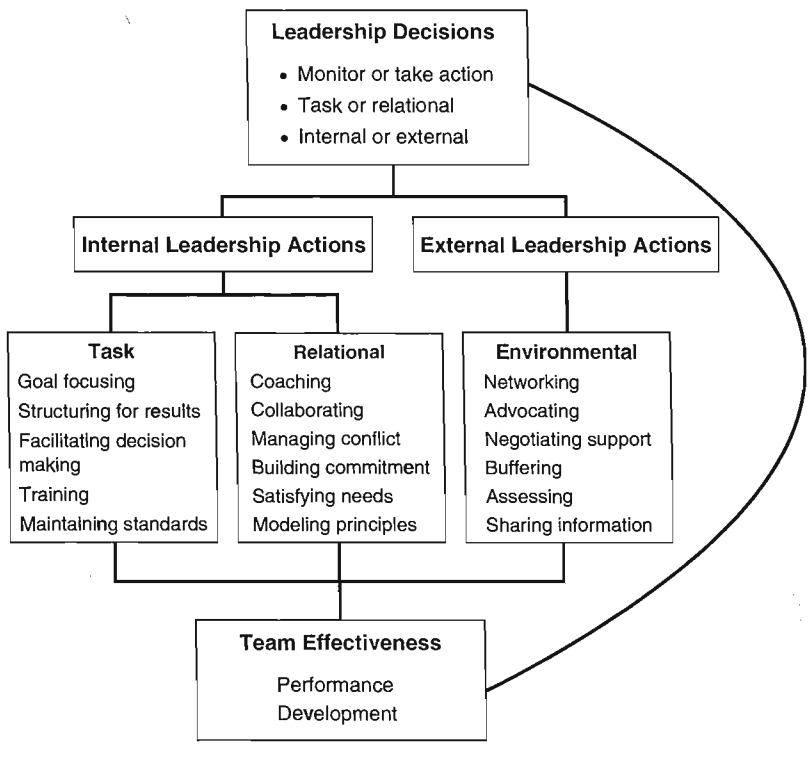
The leader has special responsibility for functioning in a manner that will help the group achieve effectiveness. Within this perspective, leadership behavior is seen as team-based problem solving, in which the leader attempts to achieve team goals by analyzing the internal and external situation and then selecting and implementing the appropriate behaviors to ensure team effectiveness (Fleishman et al., 1991). In addition, Zaccaro et al. (2001) indicate that leaders must use discretion about which problems need intervention and make choices about which solutions are the most appropriate. The appropriate solution varies by circumstance and focuses on what should be done to make the team more effective. Effective leaders

have the ability to determine what leadership interventions are needed, if any, to solve team problems.

Leadership Decisions

The first box at the top of the team leadership model (Figure 10.1) lists the decisions a leader needs to make when determining whether and how to intervene to improve team functioning. The first decision is whether it is most appropriate to continue to observe and monitor the team or to intervene in the team's activities and take action. The second decision is to determine the general task or relational function of the intervention that is

Figure 10.1 Hill's Model for Team Leadership



needed (i.e., does the team need help in accomplishing its tasks, or does it need help in maintaining relationships?). The final decision is whether to intervene at the internal level (within the team itself) or at the external level (in the team's environment).

Leadership Decision 1: Should I Monitor the Team or Take Action?

The first decision confronting the leader is whether to keep monitoring the team or to take an action to help the team. McGrath (as cited in Hackman & Walton, 1986) outlined the critical leadership functions of group effectiveness, taking into account the analysis of the situation both internally and externally and whether this analysis indicates that the leader should take an immediate action. Figure 10.2 demonstrates these two dimensions of leadership behavior: *monitoring versus taking action* and *internal group issues versus external group issues*. As leaders, we can diagnose, analyze, or forecast problems (monitoring) or take immediate action to solve a problem. We can also focus on the problems within the group (internal) or problems outside the group (external). These two dimensions result in the four types of group leadership functions shown in Figure 10.2.

Figure 10.2 McGrath's Critical Leadership Functions

| | MONITOR | EXECUTIVE ACTION |
|----------|---|--|
| INTERNAL | Diagnosing Group Deficiencies 1 | Taking Remedial Action 2 |
| EXTERNAL | Forecasting Environmental Changes 3 | Preventing Deleterious Changes 4 |

SOURCE: McGrath's critical leadership functions as cited in "Leading Groups in Organizations," by J. R. Hackman and R. E. Walton, 1986, in P. S. Goodman & Associates (Eds.), *Designing Effective Work Groups* (p. 76). San Francisco, CA: Jossey-Bass.

The first two quadrants focus on the internal operations of the team. In the first quadrant, the leader is diagnosing group problems, and in the second quadrant the leader is acting to repair or remedy the observed problems. The third and fourth quadrants focus on the external operations of the team. In the third quadrant, the leader is scanning the environment to determine any external changes that will affect the group. In the fourth quadrant, the leader acts to prevent any negative changes in the environment from hurting the team.

Therefore, the first decision confronting the leader is, Should I continue monitoring these factors, or should I take action based on the information I have already gathered and structured? To develop an accurate mental model of team functioning, leaders need to monitor both the internal and external environments to gather information, reduce equivocality, provide structure, and overcome barriers. Fleishman et al. (1991) described two phases in this initial process: information search and structuring. A leader must first seek out information to understand the current state of the team's functioning (information search), and then this information must be analyzed, organized, and interpreted so that the leader can decide how to act (information structuring). Leaders can also help their information search process by obtaining feedback from team members, networking with others outside the team, conducting team assessment surveys, and evaluating group outcomes. Once information on the team is gathered, the leader needs to structure or interpret this information so that he or she can make action plans.

It is important to note that all members of the team can engage in monitoring (information search and structuring) and collectively provide distributed or shared leadership to help the team adapt to changing conditions. In fast-paced, rapidly changing situations, the team leader and members might have to work in concert to assess the situation accurately. The official leader of the team might be too busy processing information from the environment to process information internal to the team. The team members can help the leader by staying on top of internal problems. Together they can form an accurate mental model of the team's effectiveness.

In addition to gathering and interpreting information, team leaders also must take the right action based on this information. "Action mediation is at the heart of leadership because it involves selecting from among competing courses of action and helping the group create a system of organizing that allows it to make quality decisions" (Barge, 1996, p. 324).

Leadership Decision 2: Should I Intervene to Meet Task or Relational Needs?

The second decision confronting the leader is whether the team needs help in dealing with relational issues or task issues. Since the early study of small groups, the focus has been on two critical leadership functions: task and maintenance. Task leadership functions include getting the job done, making decisions, solving problems, adapting to changes, making plans, and achieving goals. Maintenance functions include developing a positive climate, solving interpersonal problems, satisfying members' needs, and developing cohesion. Later scholars studying intact work teams also refer to these functions in terms of performance and development (i.e., how well the team has accomplished its task and how well the team has developed effective relationships).

Superior team leadership focuses constantly on both task and maintenance functions (Kinlaw, 1998). Task (performance) functions are closely interrelated with maintenance (development) functions. If the team is well maintained and has good relationships, then the members will be able to work together effectively and get their job done. Similarly, if the team is productive and successful in accomplishing its task, it will be easier to maintain a positive climate and good relations. Conversely, failing teams often take their lack of performance out on each other, and fighting teams often accomplish little.

Recent research on virtual teams stresses the importance of a cognitive model that focuses first on building of team relationships even before focusing on task problems. In virtual teams connected across time and space by electronic media, the relationship function is even more critical than in traditional collocated teams. "Virtual team leaders must be able to 'read' all the personal and contextual nuances in a world of electronic communications. They must be able to understand the possible causes of silence, misunderstanding, and slights without any of the usual signs to guide them. Leaders must be sensitive to the 'flow' of team processes, paying attention to the smallest matters to head off potential troubles that could derail the team's task" (Pauleen, 2004, p. 229). A virtual team leader might decide to focus first on relationship issues to set the stage for later task work.

Leadership Decision 3: Should I Intervene Internally or Externally?

If an action or intervention is to be taken, the leader must make the third strategic decision and determine what *level of the team process* needs

leadership attention: internal task or relational team dynamics or external environmental dynamics? Is there conflict between members of the group? Then perhaps taking an action to maintain the group and improve interpersonal relationships would be most appropriate. Are the team goals unclear? Then perhaps a task intervention is needed to focus on goals. Is the organization not providing proper support to the team to do its job? Then perhaps focusing on obtaining external support for the team might be the most appropriate intervention. The current focus of research is on real-life organizational work teams that exist in a larger organizational environment. In addition to balancing the ongoing task and relational needs of the team, the leader also has to help the team adapt to its external environment. Effective team leaders analyze and balance the internal and external demands of the team and react appropriately (Barge, 1996).

Leadership Actions

The next section of the model for team leadership (see Figure 10.1) lists a number of specific leadership functions that can be performed internally (task, relational) or externally (environmental). These lists are not exhaustive but are compiled from research on team excellence and team performance to be discussed later in this chapter. For example, teams that have clear goals and standards and effective structure and decision making will have higher task performance. Teams that can manage conflict, collaborate well together, and build commitment will have good relationships. Teams that are well connected to and protected from their environment will also be more productive. It is up to the leader to assess what action, if any, is needed and then intervene with the specific leadership function to meet the demands of the situation. The leader needs the ability to perform these skills and to make a strategic choice as to the most *appropriate function or skill* for the intervention. For example, if the leader decided that team members were not getting along, he or she might decide to initiate conflict management. *To be an effective leader, one needs to respond with the action that is required of the situation.* Thus, it is the job of the leader to analyze and mediate the situation to make the best decisions for the good of the team. Gouran and Hirokawa (1996) discussed constraints that impede task accomplishment. They indicated that the leader needs to recognize and interpret what is getting in the way of the team's goal accomplishment and then make a strategic choice and respond with the appropriate action. If a problem is diagnosed as a team performance problem, then the leader needs to determine the appropriate action to solve this task problem (e.g., goal focusing, standard setting, or training). If a problem is diagnosed as a team development problem, then the leader needs to determine the appropriate

action to solve this relational problem (e.g., managing conflict or building commitment). If a problem is diagnosed as an environmental problem, then the leader needs to determine the appropriate action to solve this context problem (e.g., networking, advocating, or sharing information).

Internal Task Leadership Actions

The task box on the model for team leadership (see Figure 10.1) lists the set of skills or actions that the leader might perform to improve task performance.

- Goal focusing (clarifying, gaining agreement)
- Structuring for results (planning, visioning, organizing, clarifying roles, delegating)
- Facilitating decision making (informing, controlling, coordinating, mediating, synthesizing, issue focusing)
- Training team members in task skills (educating, developing)
- Maintaining standards of excellence (assessing team and individual performance, confronting inadequate performance)

For example, if after monitoring the team's performance the leader observes that the team members do not have the skills necessary for the task, then she or he might choose an intervention to educate the team members or provide them with necessary skills or professional development (*training*). If the leader observes that the team is not clear as to its focus or goals, then he or she might intervene to clarify goals or work with team members to obtain agreement on goals (*goal focusing*). If the leader observes that some team members are coming to work late or not attending important meetings, then the leader might have to take direct action to address this inadequate performance (*standard setting*). If the leader determines that the team is stuck in day-to-day affairs and not looking to or building for the future, then he or she might intervene by helping the team vision and plan for the future (*structuring for results*).

Internal Relational Leadership Actions

The second set of leadership actions reflects those that the leader needs to implement to improve team relationships.

- Coaching team members in interpersonal skills
- Collaborating (including, involving)

- Managing conflict and power issues (avoiding confrontation, questioning ideas)
- Building commitment and esprit de corps (being optimistic, innovating, envisioning, socializing, rewarding, recognizing)
- Satisfying individual member needs (trusting, supporting, advocating)
- Modeling ethical and principled practices (fair, consistent, normative)

If after monitoring the relationships between team members, the leader observes that some of the group members are engaged in interpersonal conflict, then the leader should intervene to manage that conflict (*managing conflict and power issues*). Or if the team seems down in the dumps, the leader should try to build commitment and unity by recognizing past team successes (*building commitment and esprit de corps*). If team members do not seem to be able to communicate effectively, then the leader might intervene by coaching team members in appropriate behaviors (*coaching*).

External Environmental Leadership Actions

The third set of skills or behaviors reflects those the leader needs to implement to improve the environmental interface with the team. Real-life teams do not exist in a laboratory but are subsystems of the larger organizational and societal context. To stay viable, the team needs to monitor this environment closely and determine what actions should be taken to enhance team effectiveness (Barge, 1996; Hyatt & Ruddy, 1997; Zaccaro et al., 2001). If environmental monitoring suggests a leadership intervention, then the leader needs to select from the following functions:

- Networking and forming alliances in environment (gather information, increase influence)
- Advocating and representing team to environment
- Negotiating upward to secure necessary resources, support, and recognition for team
- Buffering team members from environmental distractions
- Assessing environmental indicators of team's effectiveness (surveys, evaluations, performance indicators)
- Sharing relevant environmental information with team

If after monitoring the environment the leader learns that the organizational superiors are unaware of the team's successes, she or he might initiate an "FYI" policy, sending information about all successes upward as they happen (*advocating and representing team to environment*). The leader

can also initiate a team newsletter that chronicles team efforts to accomplish the same function but to a broader context. Alternatively, the leader might determine that the team does not have enough clerical support to accomplish its goals. The leader then negotiates with upper management to provide the needed support or to alter the goals accordingly (*negotiating upward to secure necessary resources*).

Team leadership is complex; there are no simple recipes for team success. Team leaders must learn to be open and objective in understanding and diagnosing team problems and skillful in selecting the most appropriate actions (or inactions) to help achieve the team's goals. It is important to note that these critical functions need not be carried out only by the leader. Experienced members in a mature team might share these leadership behaviors. As long as the team's critical needs have been met, the leadership behavior, whether enacted by the leader or team members, has been effective. *The key assertion of the functional perspective is that the leader is to do whatever is necessary to take care of unmet needs of the group.* If the group members are taking care of most of the needs, then the leader has to do very little.

Team Effectiveness

The box at the bottom of the model for team leadership (see Figure 10.1) focuses on team effectiveness, or the desired outcome of teamwork. Two critical functions of team effectiveness are listed: performance (task accomplishment) and development (maintenance of team). Team performance is the "quality of decision making, the ability to implement decisions, the outcomes of team work in terms of problems solved and work completed, and finally the quality of institutional leadership provided by the team" (Nadler, 1998, p. 24). Team development is the cohesiveness of the team and the ability of group members to satisfy their own needs while working effectively with other team members (Nadler, 1998).

Researchers have systematically studied organizational work teams and developed standards of effectiveness or criteria of excellence that can be used to assess a team's health (Hackman, 1990; Hughes, Ginnett, & Curphey, 1993; LaFasto & Larson, 2001; Larson & LaFasto, 1989; Zaccaro et al., 2001). Hackman and Walton (1986, p. 87) suggested criteria necessary for effectiveness of task-performing teams in organizations. They found that effective groups have a clear, engaging direction; an enabling performance situation that contains structure, support, and coaching; and adequate resources.

Table 10.1 *Comparison of Theory and Research Criteria*

| CONDITIONS of Group Effectiveness (Hackman & Walton, 1986) | CHARACTERISTICS of Team Excellence (Larson & LaFasto, 1989) |
|--|---|
| Clear, engaging direction | Clear, elevating goal |
| Enabling structure | Results-driven structure |
| | Competent team members |
| | Unified commitment |
| | Collaborative climate |
| Enabling context | Standards of excellence |
| Adequate material resources | External support |
| Expert coaching | Principled leadership |

Larson and LaFasto (1989) studied real-life successful teams and found that regardless of the type of team, eight characteristics were consistently associated with team excellence. Table 10.1 demonstrates the similarity of these characteristics to the theoretical components suggested by Hackman and Walton (1986), providing grounded research support for the group effectiveness approach.

Team leaders need to understand these performance standards and be able to assess their team's level of achievement across them to determine possible areas of ineffectiveness. Assessing how well the team compares to these established indicators of team success is a valuable source of information guiding the leader to take appropriate actions to improve team success.

Clear, Elevating Goal

Team goals must be very clear so that one can tell whether the performance objective has been realized. Groups often fail because they are given a vague task and then asked to work out the details (Hackman, 1990). In addition, the goal must be involving or motivating so that the members believe it to be worthwhile and important. Teams often fail because they

let something else replace their goal, such as personal agendas or power issues (Larson & LaFasto, 1989). Research data from numerous teams show that effective leaders keep the team focused on the goal (LaFasto & Larson, 2001).

Results-Driven Structure

Teams need to find the best structure for accomplishing their goals. Top management teams typically deal with power and influence, task forces deal with ideas and plans, customer service teams deal with clients, and production teams deal with technology (Hackman, 1990). Problem resolution teams such as task forces need a structure that emphasizes trust so that all will be willing and able to contribute. Creative teams such as advertising teams need to emphasize autonomy so that all can take risks and be free from undue censorship. Tactical teams such as emergency room teams need to emphasize clarity so that everyone knows what to do and when. In addition, all teams need clear roles for group members, a good communication system, methods of assessing individual performance, and an emphasis on fact-based judgments (Larson & LaFasto, 1989). Appropriate structures enable groups to meet their needs while accomplishing team goals.

Competent Team Members

Groups should be composed of the right number and mix of members to accomplish all the tasks of the group. In addition, members need sufficient information, education, and training to become or remain competent team members (Hackman & Walton, 1986). As a whole, the individual team members need to possess the requisite technical competence to accomplish the team's goals. Members also need to be personally competent in interpersonal and teamwork skills. A common mistake in forming teams is to assume that people who have all the technical skills necessary to solve a problem also have the interpersonal skills necessary to collaborate effectively (Hackman, 1990). Team members need certain core competencies that include the ability to do the job and problem-solving ability. In addition, members need certain teamwork factors such as openness, supportiveness, action orientation, and a positive personal style (LaFasto & Larson, 2001).

Unified Commitment

A common mistake is to call a work group a team but treat it as a collection of individuals (Hackman, 1990). Teams do not just happen; they

are carefully designed and developed. Excellent teams have developed a sense of unity or identification. Such team spirit often can be developed by involving members in all aspects of the process (Larson & LaFasto, 1989).

Collaborative Climate

The ability of a team to collaborate is essential to team effectiveness. A collaborative climate is one in which members can stay problem focused, listen to and understand one another, feel free to take risks, and be willing to compensate for one another. To build an atmosphere that fosters collaboration, we need to develop trusting relationships based on honesty, openness, consistency, and respect (Larson & LaFasto, 1989). Integration of individual actions is one of the fundamental characteristics of effective teams. Team members “have specific and unique roles, where the performance of each role contributes to collective success. This means that the causes of team failure may reside not only in member inability, but also in their collective failure to coordinate and synchronize their individual contributions” (Zaccaro et al., 2001, p. 451). Research demonstrates that effective team leaders ensure a collaborative climate by making communication safe, demanding and rewarding collaborative behavior, guiding the team’s problem-solving efforts, and managing their own control needs (LaFasto & Larson, 2001).

Standards of Excellence

Effective group norms are important for group functioning. Team members’ performance should be regulated so that actions can be coordinated and tasks completed (Hackman & Walton, 1986). It is especially important that the organizational context or the team itself set up standards of excellence so that members will feel pressure to perform at their highest levels. The standards must be clear and concrete, and all team members must be required to perform to standard (Larson & LaFasto, 1989). A team leader can facilitate this process by requiring results, making expectations clear; reviewing results, providing feedback to resolve performance issues; and rewarding results, acknowledging superior performance (LaFasto & Larson, 2001). With such standards in place and monitored, members will be encouraged to perform at their highest levels.

External Support and Recognition

A common mistake is to give organizational teams challenging assignments but give them no organizational support to accomplish these

assignments (Hackman, 1990). The best goals, team members, and commitment will not mean much if you have no money, equipment, or supplies for accomplishing that goal. Also, organizations often ask employees to work on a difficult team assignment but then do not reward them in terms of raises or bonuses for that performance. Hyatt and Ruddy (1997) found that having systems in place to support work groups (clear direction, information, data, resources, rewards, and training) enables the group to become more effective and achieve performance goals. Teams that are given the resources needed to do their jobs, are recognized for team accomplishments, and are rewarded for team performance rather than individual performance can achieve excellence (Larson & LaFasto, 1989).

Principled Leadership

Effective team leadership has been found to consistently relate to team effectiveness. Zaccaro et al. (2001) propose that leadership is the central driver of team effectiveness, influencing the team through four sets of processes: cognitive, motivational, affective, and coordination. Cognitively the leader helps the team understand the problems confronting the team. Motivationally the leader helps the team become cohesive and capable by setting high performance standards and helping the group to achieve them. Affectively the leader helps the team handle stressful circumstances by providing clear goals, assignments, and strategies. Coordinatively the leader helps integrate the team's activities by matching members' skills to roles, providing clear performance strategies, monitoring feedback, and adapting to environmental changes.

Effective team leaders are committed to the team's goals and give members autonomy to unleash their talents when possible. Leaders can reduce the effectiveness of their team by being unwilling to confront inadequate performance, diluting the team's ability to perform by having too many priorities, and overestimating the positive aspects of team performance (Larson & LaFasto, 1989).

LaFasto and Larson (2001) studied more than 600 teams with 6,000 members and found that an effective team leader performs the following behaviors:

- Keeps the team focused on the goal
- Maintains a collaborative climate
- Builds confidence among members
- Demonstrates technical competence
- Sets priorities
- Manages performance

It is essential that the leadership of the team be assessed along with the other criteria of team excellence. Such feedback is essential to the health and effectiveness of the team.

Leaders can use these standards or criteria of excellence in a normative fashion to assess the health of their teams and to take appropriate action to address any weaknesses. If a leader assesses that one or more of the eight characteristics of team success are not being achieved then he or she needs to address these weaknesses. Continually assessing the standards of team effectiveness can also provide feedback, enabling leaders to determine whether past actions and interventions had the desired results. To assess team effectiveness, team leaders need to use whatever tools are at their disposal, such as direct observation, surveys, feedback, and performance indicators. The information gained from the analysis of team effectiveness can provide feedback to the leader and guide future leadership decisions. The line on Figure 10.1 connecting the Team Effectiveness box and the Leadership Decisions box reflects the ongoing learning process of data gathering, analysis, and decision making. Such feedback loops demonstrate the dynamic and evolving nature of teams (Ilgen et al., 2005). Past leadership decisions and actions are reflected in the team's performance and relational outcomes. These indicators of team effectiveness in turn shape the future analysis and decisions of the team leadership.

The model for team leadership (see Figure 10.1) is based on the functional leadership claim that the leader's job is to monitor the team and then to take whatever action is necessary to ensure team effectiveness. The model provides a tool for understanding the very complex phenomenon of team leadership, starting at the top with its initial leadership decisions, then moving to leader actions, and finally focusing on the indicators of team effectiveness.

The model attempts to integrate mediation and monitoring concepts (Barge, 1996; Hackman & Walton, 1986) with team effectiveness (Hughes et al., 1993; Larson & LaFasto, 1989; Nadler, 1998). In addition, the model attempts to provide specific actions that leaders can perform to improve team effectiveness (LaFasto & Larson, 2001; Zaccaro et al., 2001). Effective team leaders need a wide repertoire of communication skills to monitor and take appropriate action. The model is designed to simplify and clarify the complex nature of team leadership and to provide an easy tool to aid leadership problem solving.

HOW DOES THE TEAM LEADERSHIP MODEL WORK?

Leaders can use the model to help them make decisions about the current state of their team and the specific actions they need to take, if any, to improve the team's functioning. The model portrays leadership as a team oversight function in which the leader's role is to do whatever is necessary to help the group achieve effectiveness. The model provides the leader with a cognitive map for identifying group needs and offers suggestions about how to take appropriate corrective actions. The model helps the leader make sense of the complexity of groups and offers practical suggestions based on theory and research.

In using the model, the team leader engages in the leader mediation process by deciding whether monitoring or taking action is most appropriate for the team. If the monitoring reveals that all aspects of the team's functioning are satisfactory, then the leader should not take any direct actions but continue to monitor the internal and external environments in terms of team performance and development. If monitoring reveals that action is needed, then the leader decides at which level or levels an action is needed (internal or external). Finally, the leader decides which action is appropriate to meet the needs of the team.

Determining the exact intervention is not as easy as it sounds, however, and it clearly reflects the skills necessary for team leadership. For example, a leader monitoring the internal functioning of the team notices infighting for control and power. The leader might see this as an *internal relationship problem* because of the authoritarian and autocratic behavior of one group member. Or perhaps the leader might see it as an *internal task problem* because the structure of the team is not appropriate and the roles and responsibilities of some group members are unclear. Or perhaps the leader sees the problem as an *external environmental problem* because the team is not given sufficient autonomy from the organization, and consequently the members are fighting over what little power and control exist. In any case, the leader can decide to keep monitoring the situation and not take any immediate action. Or the leader can decide at which level to intervene and then decide to enact the most appropriate leadership function at that level. The leader might decide to intervene at all three levels, addressing the authoritarian individual (internal, relational), clarifying group roles (internal, task), and negotiating more team autonomy with those higher up in the organization (external).

The team leadership model helps to point the way for constant team analysis and improvement, much like that of sports teams. In sports, the coach does not stop working just because the team is winning. The coach keeps working to build commitment, develop young players, share expertise, create new methods and strategies, and generally improve team functioning. The effective coach never rests on past success but works to improve the team's functioning for the future. Organizational team leaders could learn a great deal from sports team coaches. The team leadership model helps point the way for such constant analysis and improvement. By comparing their own teams with established standards or criteria of team excellence, leaders can determine the areas of greatest weakness that might need critical intervention.

STRENGTHS

One of the strengths of this model is that it is designed to answer many of the questions not answered in earlier small-group research by focusing on the real-life organizational work group and the leadership needed therein. The model places the ongoing work group or team in an environmental context within the organization, industry, or society. In addition, the real-life focus on performance and team effectiveness enables leaders and members to diagnose and correct team problems. By learning what constitutes excellent teams and applying these criteria to team performance, leaders can better learn how to lead teams to the highest levels of excellence.

A second strength of the model is that it provides a cognitive guide that helps leaders design and maintain effective teams, especially when performance is below standards. Such an approach is consistent with the emerging theoretical notions of leader as a medium whose job it is to process the complex information inherent in teamwork. "Leadership is a complex process; complexity of actions is thus identifiable as leadership" (Fisher, 1985, p. 185). Any model or theory that tries to simplify such a complex process would be inappropriate and inadequate. The team leadership approach is not simplistic, and it integrates in a manageable and practical form many complex factors that can help a leader be a good medium or processor of information.

Another strength of the model is that it takes into account the changing role of leaders and followers in organizations. The model does not focus on the position power of a leader but instead focuses on the critical

functions of leadership as diagnosis and action taking. Any team member can perform the critical leadership functions to assess the current effectiveness of the team and then take appropriate action. This approach is consistent with the current movement in organizations to rethink leadership responsibilities in work groups. The responsibilities or functions of team leadership, such as setting goals, coaching, and rewarding, historically have rested with the group's formal leader, but now with organizational restructuring these duties and responsibilities often are distributed across the team.

In addition, this approach to team leadership can help in selection of team leaders. If you have to name a leader for the team, it might be best to select one who is perceptive, open, objective, analytical, and a good listener who has good diagnostic skills. You might want to select a leader who has a wide repertoire of action-taking skills, that is, who is comfortable intervening in the group process in many ways, such as with negotiation, conflict resolution, problem solving, goal focusing, and influencing upward. Good leaders not only can diagnose the team's problems but also can reach into their bag of tricks and pull out the appropriate action or actions. For example, if I determine that two members of my team are in conflict with one another, I need to be able to determine the root cause of that conflict and select the most appropriate action (or nonaction).

CRITICISMS

One of the weaknesses of the present approach is that the model is not completely supported or tested. The applied focus on team effectiveness and the organizational work group is a new approach to studying teams. Much of the earlier research on small groups did not directly apply to real-life organizational teams. Many questions remain to be answered regarding team patterns over time, self-fulfilling group cycles, authority issues, and content issues (Hackman, 1990). Do these theoretical relationships hold true in new groups, mature groups, and deteriorating groups? Do these theoretical notions hold true across all types of teams, especially for virtual teams? Research also should focus more on organizational rewards. How can leaders reinforce values and behaviors that will perpetuate the functioning of the team rather than reward the individual members of the team (Ilgen et al., 1993)? "Clearly, new systems are needed for team-based organizations. No other change will send as powerful a message to employees that the organization values teamwork" (Mankin et al., 1996).

Although one of the strengths of this model is that it takes into account the complex nature of team leadership, this very complexity is also one of this approach's greatest weaknesses. The model is complex and does not provide easy answers to difficult decisions for the leader. With so much distributed and shared leadership in organizations today, such a complex approach to leadership might not be practical for the growing number of team leaders.

In addition to being highly complex, this theoretical approach does not offer on-the-spot answers to specific situations for the team leader. What should the leader say to a team member who is crying? How do you deal with team members who are screaming at each other? What do you do when the organization refuses to reward team performance? The team leadership model does not provide much guidance in everyday interactions and complications of team management. The model assumes that the leader knows about group processes and decision making, interpersonal communication, conflict resolution, networking, and so on. The model should be expanded to identify specific skills and interventions that could help the group deal with the more critical incidents that arise on a daily basis.

Finally, the fact that the team leadership model suggests new and creative directions for leadership training could be construed as strength. However, these directions for leadership training are vague, complex, and somewhat overwhelming. The long list of team leadership skills makes it very difficult to know where to start. This is compounded by the fact that many teams are empowered and self-directed, necessitating that these skills be taught to everyone who serves in the role of team leader at some point. The roles of leaders and followers can change over time in a planned organizational restructuring or can even change in the course of a day, making it very important for the leader to understand the follower roles and vice versa. More focus is needed on how to teach team diagnosis and action taking so that such leadership skills can be implemented easily at all levels of the organization.

APPLICATION

There are many ways to apply the team leadership model to increase the effectiveness of organizational teams. The model is useful in helping the leader make decisions: Should I act? If so, how should I intervene? For example, if the group is not performing effectively (*team effectiveness*), then the leader can make the first strategic choice by monitoring the situation or acting to improve team functioning. If an action seems warranted,

then the leader needs to decide whether the action should be directed inward toward team functioning, outward toward the environment, or both. Once the context for the action is determined, then the leader needs to choose from his or her repertoire the most appropriate skill for the situation. It is important to continue monitoring the results of the intervention and adapting accordingly, depending on these results.

The leader might choose to use a survey such as the one included later in this chapter to help conduct the team's diagnosis and set the steps needed for taking action. Team members are asked to fill out the questionnaire, as is the team leader. The results are fed back to the team members and team leader, allowing them to see the areas of greatest strength and weakness. It is particularly important that both team leaders and team members fill out the questionnaire. Research suggests that team leaders overestimate their effectiveness on these dimensions and often score themselves much higher than do group members (LaFasto & Larson, 2001). By comparing the scores by leaders and by members, the leader can determine which dimensions of team or leadership effectiveness need improvement. The team and leader can then prepare action plans to correct the highest-priority problems. Such a team assessment approach is very helpful in monitoring and diagnosis of team problems. It aids in determining the complex factors affecting team excellence to build a committed team involved in action planning.

CASE STUDIES

To improve your understanding of the team leadership model, refer to the following case studies (Cases 10.1, 10.2, and 10.3). For each case, you will be asked to put yourself in the role of team leader and apply the team leadership model in analyzing and offering solutions to the team problems.

CASE 10.1

Can This Virtual Team Work?

Jim Towne heads a newly formed information technology team for a major international corporation. The team is composed of 20 professionals who live and work in Canada, the United States, Europe, South America, Africa, and Australia. All members of the team report to Jim. The

team is a virtual team connected primarily via videoconference, group decision-support software, e-mail, and telephone. The team has met twice in a face-to-face setting to set goals and plan. All of the team members are quite competent in their respective technical areas. Some team members have a long and valued history with the company; others have recently joined the company through a corporate merger. The team members have never worked together on any projects.

The task of the team is to develop and implement technology innovations for all global business units. The team members are excited about the importance and the innovative nature of their assignment. They respect each other and enjoy being part of this team. However, the team is having difficulty getting off the ground, and the members report being extremely overloaded. Most team members travel to business sites at least 2 weeks each month. The travel is important, but it causes team members to get farther behind.

There is one half-time secretary for the team, located in New York. Her primary responsibility is to organize travel and meetings of team members. Team members are working on several projects at once and have great difficulty finishing any of the projects. One team member has 500 unread e-mail messages because each team member sends copies of all messages to everyone on the team. Jim is under great pressure to prove that this team can work and provide a valuable function to the organization.

Questions

1. Which of the eight characteristics of team excellence are lacking in this team?
2. Based on this analysis of team effectiveness, should Jim intervene at this time, or should he just keep monitoring the team? If you think he should take an action, at what level should he intervene (internal or external)? If internal, should it be task or relational?
3. What specific leadership functions should Jim implement to improve the team? Why?



CASE 10.2**They Dominated the Conversation**

The local cancer center has a health team designed to coordinate the care of children with cancer. The team is composed of a physician, Dr. Sherif Hidyat (a clinical oncologist); a radiologist, Dr. Wayne Linett; a nurse practitioner, Sharon Whittling; a social worker, Cathy Ing; a physical therapist, Nancy Crosby; and a child life worker, Janet Lewis. The team members meet on a weekly basis to discuss the 18 children under their care and agree on the best course of treatment for each child. Cathy Ing, the social worker, is the head of the team and is responsible for the case management of each child. However, when the team meets, Drs. Hidyat and Linett dominate the conversation. They feel that their medical background gives them greater knowledge and skill in treating cancer in children. They welcome input from the women in the group; however, when it comes to making a decision, they insist on doing it their way for the good of the patient. The social worker, the child life worker, the physical therapist, and the nurse resent this behavior because they are the ones who spend the most time with the children and feel that they know best how to handle their long-term care. As a result, the patients feel as if no one cares or understands them. The team is also having trouble working together, and no one on the team is satisfied with the outcome.

Questions

1. How would you assess the effectiveness of this team?
2. In monitoring this team, at what level and function do you see the most serious problems? Internal task? Internal relational? External?
3. Would you take action to improve team functioning? If so, how would you intervene? Why?
4. What specific leadership skill or skills would you use to improve group functioning?



CASE 10.3

Starts With a Bang, Ends With a Whimper

A faculty member, Kim Green, from the Management Department, was asked to chair a major university committee to plan the mission of the university for the next 20 years. Three other senior faculty and seven administrators from across the campus were also asked to serve on this committee. The president of the university, Dr. Sulgrave, gave the committee its charge: What should Northcoast University be like in the year 2020? Dr. Sulgrave told the committee that the work of this task force was of utmost importance to the future of the university, and the charge of this committee should take precedence over all other matters. The task force was allowed to meet in the president's conference room and use the president's secretary. The report of the committee was due in 2 months.

The task force members felt very good about being selected for such an important team. The team met on a weekly basis for about 2 hours. At first, the members were very interested in the task and participated enthusiastically. They were required to do a great deal of outside research. They came back to the meetings proud to share their research and knowledge. However, after a while the meetings did not go well. The members could not seem to agree on what the charge to the group meant. They argued about what they were supposed to accomplish and resented the time the committee was taking from their regular jobs. Week after week the team met but accomplished nothing. Attendance became a problem, with people skipping several meetings, showing up late, or leaving early. Group members stopped working on their committee assignments. Kim didn't want to admit to the university president that they didn't know what they were doing. She just got more and more frustrated. Meetings became sporadic and eventually stopped altogether. The president was involved in a crisis in the university and seemed to lose interest in the committee. The president never called for the report from the committee, and the report was never completed.

Questions

1. Which characteristics of excellence were lacking in this task force?
2. Which characteristics of excellence were evident in this task force?

3. How would you assess Kim Green as a leader?
4. What actions would you take (internally or externally) if you were the leader of this task force?



LEADERSHIP INSTRUMENT

Several different instruments have been used to assess team effectiveness and the leadership within those teams. Larson and LaFasto have developed one such survey to assess a team's health after studying many different types of excellent organizational teams (see Larson & LaFasto, 1989). Their research demonstrated eight criteria or factors that are consistently associated with team excellence and high performance. The complete Team Excellence survey contains more than 40 questions across the eight factors that are used to determine a team's performance level and suggest areas that might need corrective action. The eighth factor on this instrument is *principled leadership*. Subsequent research by LaFasto and Larson led to the development of a 42-item questionnaire focusing on this criterion of leadership. The full Collaborative Team Leader instrument and a discussion of its reliability and validity can be found in their latest text (LaFasto & Larson, 2001). The questionnaire included in this chapter provides a sample of questions from these two surveys so that the reader can see how team and team leadership effectiveness can be evaluated.

The team members are given the questionnaire, and their scores are combined and averaged to obtain a group view. At the same time, the leader fills out the same questionnaire. The responses from the team leader are then compared with the team members' to determine the areas of greatest weakness, if any. Based on these comparisons, the team and its leader can plan the action steps needed to correct and improve the weak areas of team functioning.

The Team Excellence and Collaborative Team Leader surveys are designed as diagnostic tools to help teams sort through the complex problems confronting them and to pinpoint areas for action-taking. The Team Excellence and Collaborative Team Leader Questionnaire provided in this chapter contains sample questions from the two instruments developed by LaFasto and Larson. The first seven questions are taken from the Team Excellence Survey, developed by LaFasto and Larson in 1987 (cited in

Larson & LaFasto, 1989) to measure a team's health in terms of the criteria of team excellence (goal, structure, team members, commitment, climate, standards, and external support). Leadership is measured by the next six questions, taken from the Collaborative Team Leader Survey developed by LaFasto and Larson in 1996 (LaFasto & Larson, 2001, pp. 151–154). These six questions assess the effectiveness of the leader in goal focusing, ensuring a collaborative climate, building confidence, demonstrating know-how, setting priorities, and managing performance. All of these team and leadership factors have been found to relate to team effectiveness.

As you fill out the sample questionnaire, think about a group or team to which you belong as a member or as the leader. The items that you score as 1 or 2 (*False* or *More false than true*) are the areas of team weakness from your perspective. To obtain a team assessment, you would compare your scores on this instrument with the scores of the other group members. For example, if almost everyone on the team responds with a 1 or 2 to item 3, “Team members possess the essential skills and abilities to accomplish the team's objectives,” then the team leader might need to provide training to increase the competence of team members. Such an instrument that assesses team effectiveness is particularly helpful to the team leader in identifying areas of team or leadership weakness and suggesting solutions for improving team effectiveness.

TEAM EXCELLENCE AND COLLABORATIVE TEAM LEADER QUESTIONNAIRE

Instructions: This questionnaire contains questions about your team and the leadership within this team. Indicate whether you feel each statement is true or not true of your team. Use the following scale:

Key: 1 = False 2 = More false than true 3 = More true than false 4 = True

- | | |
|---|---------|
| 1. There is a clearly defined need—a goal to be achieved or a purpose to be served—that justifies the existence of our team. (team: clear, elevating goal) | 1 2 3 4 |
| 2. We have an established method for monitoring individual performance and providing feedback. (team: results-driven structure) | 1 2 3 4 |
| 3. Team members possess the essential skills and abilities to accomplish the team's objectives. (team: competent team members) | 1 2 3 4 |
| 4. Achieving our team goal is a higher priority than any individual objective. (team: unified commitment) | 1 2 3 4 |
| 5. We trust each other sufficiently to accurately share information, perceptions, and feedback. (team: collaborative climate) | 1 2 3 4 |
| 6. Our team exerts pressure on itself to improve performance. (team: standards of excellence) | 1 2 3 4 |
| 7. Our team is given the resources it needs to get the job done. (team: external support and recognition) | 1 2 3 4 |
| 8. If it's necessary to adjust the team's goal, our team leader makes sure we understand why. (leadership: focus on the goal) | 1 2 3 4 |
| 9. Our team leader creates a safe climate for team members to openly and supportively discuss any issue related to the team's success. (leadership: ensure a collaborative climate) | 1 2 3 4 |

- | | |
|--|---------|
| 10. Our team leader looks for and acknowledges contributions by team members. (leadership: build confidence) | 1 2 3 4 |
| 11. Our team leader understands the technical issues we must face in achieving our goal. (leadership: demonstrate sufficient technical know-how) | 1 2 3 4 |
| 12. Our team leader does not dilute our team's effort with too many priorities. (leadership: set priorities) | 1 2 3 4 |
| 13. Our team leader is willing to confront and resolve issues associated with inadequate performance by team members. (leadership: manage performance) | 1 2 3 4 |
-

SOURCE: Questions 1–7: Adapted from the Team Excellence Survey (copyright 1987 LaFasto and Larson; portions reprinted with permission of Profact). Questions 8–13: Adapted from the Collaborative Team Leader Instrument (copyright 1996 LaFasto and Larson; portions reprinted with permission).

Scoring Interpretation

In addition to such targeted questions on each of the criteria of excellence, the complete surveys also ask open-ended questions to allow team members to comment on issues that might not be specifically covered in the directed questions, such as strengths and weaknesses of the team and its leadership, necessary changes, problematic norms, or issues that need to be addressed. The complete version of the survey is given to team members and the team leader, and all are involved in the diagnosis and the resulting action planning. Such a method is clearly consistent with the empowerment movement in organizational teams and helps address the enormous complexity involved in making teams effective.



SUMMARY

The increased importance of organizational teams and the leadership needed for them has produced a renewed interest in team leadership theory. The team leadership model provides a framework in which to study the systematic factors that contribute to a group's outcomes or general effectiveness. Within this approach, the critical function of leadership is to help the

group accomplish its goals by monitoring and diagnosing the group and taking the requisite action.

A strategic decision model has been developed to reveal the various decisions team leaders must make to improve their group's effectiveness. The model describes the decisions: What type of intervention should be used (monitoring or action taking)? At what level should the intervention be targeted (internal or external)? What leadership function should be implemented to improve group functioning?

Questionnaires filled out by team members and the team leader can aid in diagnosing specific areas of team problems and suggest action steps to be taken by the team.

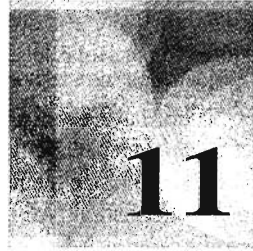
The model does need testing and explication. However, the strength of this approach is its practical focus on real-life organizational teams and their effectiveness. The model also emphasizes the functions of leadership that can be shared and distributed within the work group. The model offers guidance in selecting leaders and team members with the appropriate diagnostic and action-taking skills. Furthermore, the model is appropriately complex, providing a cognitive model for understanding and researching organizational teams.

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Psychodynamic Approach



Ernest L. Stech

DESCRIPTION

The psychodynamic approach consists of several different ways of looking at leadership. There is no single model or theory. One fundamental concept underlies the psychodynamic approach: personality. As used here the term means a consistent pattern of ways of thinking, feeling, and acting with regard to the environment, including other people. A personality is characterized by a list of tendencies or qualities, such that one person might be shy, intelligent, and rigid in behavior, whereas another is creative, independent, and spontaneous. The list of possible personality traits is large, and psychologists have developed numerous questionnaires that can be used to characterize the personality of an individual. One of those questionnaires, the Myers–Briggs Type Indicator®, is described later in this chapter.

This approach is different from the trait approach as described in Chapter 2 and the style approach in Chapter 4. In the trait approach, certain characteristics of a person are assumed to be important in attaining leadership status or performing leadership tasks. The style approach suggests that a certain leadership style, particularly the team management (9,9) style, is the best.

Situational leadership moves on to suggest that the key element is the match between the leader's style or behaviors and the needs of the subordinates. In the psychodynamic approach, personality types are emphasized, and evidence is presented that suggests that various personality types are better suited to particular leadership positions or situations.

There have been several efforts to describe leadership from a psychodynamic perspective (Berens et al., 2001; Maccoby 1981; Zaleznik, 1977), but all emphasize the importance of the leader becoming aware of her or his own personality type and the personalities of followers. The psychodynamic approach begins with an examination of the roots of the individual in the family. Our first experience with leadership occurs the day we are born. Mom and Dad become our leaders, at least for a few years. That is the most basic premise of the psychodynamic approach to leadership. Particularly in the early years of childhood, our parents create deep-seated feelings about leadership. The parental image is highlighted in business when we refer to a corporation as paternalistic. Hill (1984) has written on the law of the father, a psychodynamic examination of leadership. Members of the U.S. Air Force sometimes call their service the Big Blue Mother, referring to the color of the uniforms and the wild blue yonder. The familial metaphor is common in organizations that consider themselves one big happy family, with the natural consequence that the leaders are the parents and the employees the children.

Childhood and adolescent experiences are reflected in reactions to paternalistic, maternalistic, and familial patterns of leadership and management. Some people respect and respond to authority figures. Others rebel. Most important, however, psychological development produces personality types. The psychodynamic approach makes no assumptions about good traits or a best style and does not attempt to match a style to followers. However, some personality types appear to be better suited to certain conditions, situations, or positions. Instead of beginning with a study of leaders or people in positions of authority, the psychodynamic approach starts with analyses of the human personality and then relates the personality types to leadership levels and types.

In the psychodynamic approach there is no need to match the personality type of the leader to that of subordinates in order to have an effective work situation. In fact, personality theorists argue that it is difficult to attempt different ways of behaving, particularly under stress. The important point is that the responses of subordinates to a leader are predictable to some extent and within some range of behaviors. Some followers resist

directions from an authoritarian leader, whereas others are comfortable and even grateful for a strong leader. Thus, although it focuses on the personality of the leader and of followers, the psychodynamic approach ultimately is a way to look at the relationship between leader and follower.

An important underlying assumption in the psychodynamic approach is that the personality characteristics of individuals, being deeply ingrained, are very difficult to change in any significant way. The key is to accept one's own personality characteristics and quirks, understand the effect they have on followers, and accept the features and idiosyncrasies of followers.

A second assumption is that people have motives and feelings that are beneath immediate awareness, that is, in the unconscious. Thus, the behavior of a person results not only from observable actions and responses but also from the emotional residue of prior experiences.

BACKGROUND

The emergence of the psychodynamic approach to leadership has its roots in the works of Sigmund Freud (1938) in his development of psychoanalysis. Freud attempted to understand and help patients who had problems that did not respond to conventional treatments. He first used hypnosis to treat patients with hysterical paralysis. Later he discovered that hypnosis was not necessary. Simply having patients talk about their past was enough to effect a cure. Freud thereby created what are known as the talking therapies.

Freud's work spawned many offshoots. One of his well-known disciples was Carl Jung, who eventually developed his own body of psychological writings and whose work is the basis of much of the material in this chapter. Today, Jungian psychology is well accepted, whereas classic psychoanalysis has found less acceptance in recent years. Yet it is from the works of both Freud and Jung that the psychodynamic approach to leadership has been constructed.

A leading proponent of the psychodynamic approach to leadership was Abraham Zaleznik (1977), a management professor at Harvard. The psychodynamic approach is also behind much of the writing about charismatic leaders (Hummel, 1975; Schiffer, 1973; Winer, Jobe, & Ferrono, 1984–1985). More recently, Michael Maccoby (2003), with a unique combination of anthropological and psychoanalytical training, has written of the productive narcissist as a visionary leader.

One branch of psychodynamic theorizing is called psychohistory and consists of attempts to explain the behavior of historical figures such as Abraham Lincoln and Adolf Hitler. These studies review the historical record of the leader and delve into his or her family background. Some basic ideas underlie the various psychodynamic approaches to leadership. One of those is the concept of the ego state, developed by Eric Berne (1961) and a part of a larger method called transactional analysis.

Eric Berne and Transactional Analysis

A recent addition to the range of psychodynamic models is transactional analysis (TA). Eric Berne (1961, p. 11) created TA, which he dubbed “a unified system of individual and social psychiatry.” The important aspect of that title is the notion of a social psychiatry, one that focuses not only on the individual but also on one’s relationship to others. A few years later he published a popularized version in *Games People Play* (1964). The TA movement has continued to expand the methods (Stewart & Joines, 1991).

Although TA has not been applied directly to leadership, some of the basic ideas are interesting and can elucidate leader and follower interactions. The most basic concept is that of the ego state, which Berne defined as “a consistent pattern of feeling and experience directly related to a corresponding pattern of behavior.” This concept is an effort to link feelings and experiences with what people actually do.

There are three ego states in TA: parent, adult, and child. When a person thinks, feels, or behaves in ways copied from her or his own parents, that person is said to be in the parent ego state. Similarly, thinking, feeling, or behaving as one did as a child results in being in the child ego state. The adult ego state is characterized by thoughts, feelings, or behaviors that are the direct result of whatever is happening around the person. An important point is that people shift into and out of the three ego states; anyone can be in any of the three ego states at any time. An assessment of the current state of a person is called structural analysis.

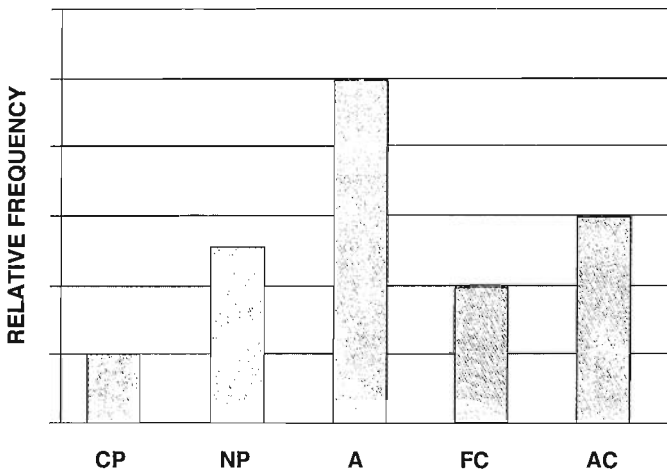
In a further development of TA, the parent and child ego states have been subdivided so that a person can be in either a controlling or a nurturing parent state and can be in either a free child or an adapted child state. The meaning of the adult ego state is self-evident. For the child ego state, the adapted child can be considered the state in which a person conforms and adapts to the demands of others. Conversely, the free child, previously

labeled the rebellious child, is the ego state in which one acts and feels like an uninhibited and unsocialized child.

In TA the ego state is not the same as the personality. People shift from one ego state to another depending on the situation, the person with whom they are interacting, and the accessibility of each ego state. The closest TA comes to the idea of personality is in the egogram, developed by Dusay (1980). An egogram is a bar chart created by a person showing the relative frequency with which she or he is in each ego state. An example is shown in Figure 11.1. The ego states are abbreviated as CP for critical parent, NP for nurturing parent, A for adult, FC for free child, and AC for adapted child. A person with an egogram such as that shown in Figure 11.1 operates predominantly in the adult ego state and to a lesser extent in the adapted child and nurturing parent states.

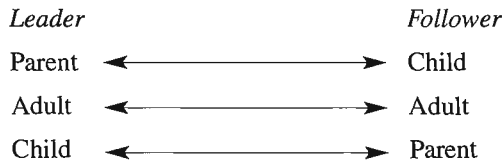
Transactional analysis, as opposed to structural analysis, occurs when the ego states of two people interacting are assessed. For example, one may be in her parent ego state, perhaps the nurturing parent, and the other in his adaptive child ego state. That would be considered a complementary transaction. In technical terms such a transaction is one in which the ego state addressed is the one that responds. A crossed transaction is the opposite. An example would be a leader who is in his adult ego state dealing

Figure 11.1 A Sample Egogram



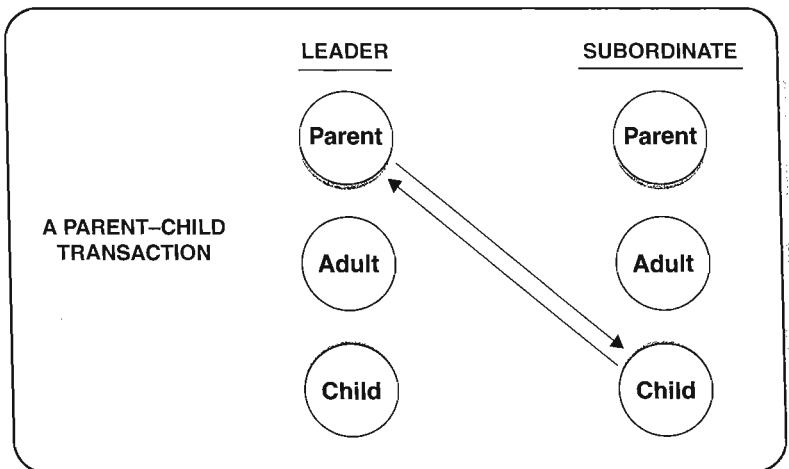
with a subordinate who responds from his free child ego state so that the response is somewhat negative, rejecting the input from the leader. If it were a complementary transaction, the adult ego state initiation would be followed by an adult ego state response. In TA, transactions often are illustrated by means of a diagram such as that shown in Figure 11.2, in which there is a complementary transaction.

For a leader–follower dyad, the following complementary transactions could occur:

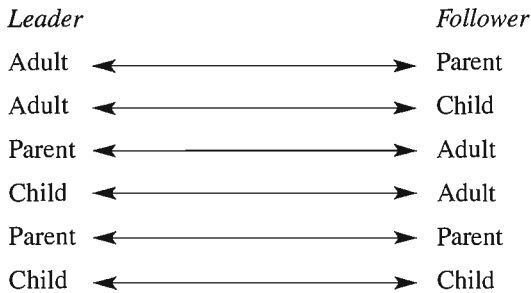


Intuitively, having the leader in the child ego state may not seem reasonable. However, a leader may be in her child ego state and “throw a tantrum” in response to a critical situation. Or a leader may begin a transaction in the adapted child ego state by stressing the importance of following the norms and rules of the organization.

Figure 11.2 *Ego States of Leader and Subordinate*



There are a number of possible crossed transactions, including the following:



These crossed transactions represent major problems in leader–follower interactions. If a leader initiates an exchange in the adult ego state, describing a situation that requires some action, and the follower responds in the child ego state by asking what could possibly be done, the leader must switch to the parent ego state and help the child or try to get the follower to move into the adult ego state.

From the original work by Berne (1961) to an updated version (Stewart & Joines, 1991), TA focuses entirely on crossed transactions and other unhealthy aspects of human relationships. Effective leadership and followership depend on two or more people operating in the adult ego state, testing reality by acquiring information and assessing possible lines of action and their outcomes. However, some of the ideas behind TA might be useful in analyzing interactions and improving them. A more profitable version of the psychodynamic approach is that of personality types, based on the work of Freud and Jung.

Sigmund Freud and Personality Types

As described earlier, Freud developed the process known as psychoanalysis and wrote extensively on the subject of human beings and their personalities. Most of his work was devoted to psychopathologies, that is, psychological problems such as neuroses and psychoses. However, Freud did use the concept of personality and in one instance provided a schema consisting of three personality types. To Freud, personality was a typical or regular way in which human beings relate to the world. There is a core personality, inborn and instinctual, but values, attitudes, and beliefs are overlaid on that core personality.

The three personality types Freud offered were erotic, obsessive, and narcissistic. Erich Fromm subsequently added a fourth: marketing (Maccoby, 2003, pp. 43–44). The following sketches of the four personality types were taken from Maccoby (2003, pp. 45–60).

The erotic personality is one in which people seek to love and be loved. They prefer to be liked and accepted over being admired and respected. In contrast, people with an obsessive personality try to live up to standards, follow rules, and obey a strict conscience. The marketing personality is characterized as being highly adaptable; such people conform and align themselves with the right people and situations. Finally, the narcissistic personality, the theme of Maccoby's book on visionary leaders, receives no guidance, as do the other three types. Erotic types want to please. Obsessives want to do right. People with marketing personalities want to fit in and adapt to the immediate situation. The narcissist, on the other hand, has to define for himself or herself what is right, what to do, what values to hold.

The erotic personality wants to love and be loved and enjoys talking with others for the simple pleasure of having a conversation and getting to know someone. In work situations, erotics want the group or team to become a family, a close-knit family of nice people who get along. They want to find out about the backgrounds of the people with whom they work and even try to delve into personal matters. However, people with an erotic personality are also quite dependent and needy.

The obsessive personality, on the other hand, prefers order and stability rather than acceptance and liking. The most important value is maintaining the status quo, which means living up to the rules and regulations of society and the organization. Such people have a strong conscience that guides them to do the right thing. This kind of person does search for ways to improve and particularly to become more knowledgeable and competent. On the negative side, obsessives can be very aggressive and domineering. They know they are right and do not want to be questioned.

Marketers are able to adapt readily to changes in society and in organizations. They usually seek to develop and grow personally, wanting not only to become more competent but to grow emotionally. Marketers are good at facilitating and networking and at using and enjoying the process of collaboration in order to achieve consensus.

Maccoby stresses the need to clearly set the narcissist apart from egotistical or egoistic people. The narcissist is not vain and does not attempt to

impress but takes pride in and will talk about actual accomplishments. In fact, Maccoby points out that one of the important characteristics of the narcissist is humor, which is most often self-directed. On the positive side, the narcissist has a clear vision of what to do and does not take into account what other people say or do in the pursuit of that vision.

In a further development of the personality types, Maccoby distinguishes between productive and unproductive versions of each type. Thus there can be productive erotics, unproductive obsessives, and productive marketing types or their opposites. Erich Fromm (1947) introduced the idea of productiveness and identified five key elements: the productive person is free and not dependent, is guided by reason, is active or proactive, understands his or her own situation, and has a purpose in life. Maccoby (2003, p. 86) adds perseverance to the list of characteristics of a productive person. At the other end of the spectrum are unproductive people, characterized as limited and averse to risk, irrational, reactive, superficial, aimless, and uncommitted.

In working as a consultant with top executives in many large organizations and across various cultures, Maccoby sensed that the best were productive narcissists. They had a vision and were able to motivate others to accept the vision and work toward it. However, there are strengths and weaknesses in the productive narcissist personality, summarized in Table 11.1.

Finally, Maccoby (2003, pp. 204–215) provides advice on how to work with a narcissist. It is important for followers to know their own personality types. A narcissistic leader will not satisfy the needs of any of the other personality types, and they need to fulfill those needs somewhere else. Second, followers need to develop excellent knowledge of their own field but make it knowledge that supplements that of the narcissist and does not compete. Third, if followers know their own personalities and needs and can support the narcissist, then that kind of leader will more readily accept them as partners. Fourth, followers should avoid getting ego-involved with the leader because she or he will not be able to satisfy those who have their own vision. Finally, followers should do everything they can to protect the image of the productive narcissist.

The productive narcissist is needed in organizations and in work teams, where a vision of the future is important for surviving and coping with chaos and change. Because the narcissist takes risks, the result can be wonderful or disastrous. Maccoby concentrates on the productive narcissist as

Table 11.1 *Strengths and Weaknesses of the Productive Narcissist*

| STRENGTHS | WEAKNESSES |
|--|--|
| A vision to change the world and create meaning for people | Unwillingness to listen |
| Independent thinking and risk taking | Sensitivity to criticism |
| Passion | Paranoia |
| Charisma | Anger and put-downs |
| Voracious learning | Overcompetitive and overcontrolling behavior |
| Perseverance | Isolation |
| Alertness to threats | Lack of self-knowledge |
| Sense of humor | Grandiosity |

SOURCE: Adapted from *The Productive Narcissist: The Promise and Peril of Visionary Leadership* (pp. 95 and 132), by M. Maccoby, 2003, New York: Broadway Books.

the leader of organizations in times of crisis and change. However, the productive versions of the erotic, obsessive, and marketing personality types can be effective in their own ways. Friendly, empathic, and nurturing people make excellent leaders of organizations and work groups that provide services to human beings. The obsessive personality type is ideal for running an organization that strives to produce goods or services in a consistent, predictable, and routine manner. And the marketing personality works well in an organization or team that is subject to the whims of other organizations and constituencies.

Carl Jung and Personality Types

Human behavior is predictable and understandable, and that became the basis for Carl Jung's way of classifying people and their personalities (Jung, 1923, 1993). He thought that people had preferences for how they thought and felt. These preferences become the basis for how people work, relate, and play.

Jung believed there were four dimensions important in assessing personality. The first concerns where a person derives her or his energy (either internally or externally). The second involves the way in which a person gathers information (either in a precise, sequential way or in a more intuitive and random way). The third is the way in which a person makes decisions (either rationally and factually or in a subjective and personal way). The fourth concerns the difference between a person who plans and is organized and one who is more spontaneous and pliant.

These became the basis of the classification of types:

Extraversion versus introversion: whether a person prefers to derive energy externally or internally.

Sensing versus intuitive: whether a person prefers to gather information in a precise or insightful way.

Thinking versus feeling: whether a person prefers to make decisions rationally or subjectively.

Judging versus perceiving: whether a person prefers to live in an organized or spontaneous way.

These words have specific meanings in the model of psychological types, and they are explained in detail later in this chapter. A way to assess your own type is also provided.

There are 16 possible combinations of the four dimensions. In this chapter each combination is considered a type. A pair of terms such as *extraversion and introversion* is a dimension, which is only part of a type. The combinations are coded using the first letters of each word except that *intuition* is abbreviated *N* to avoid duplicating the *I* from *introversion*. Thus, the 16 combinations are ESTP, ISTP, ESFP, ISFP, ESTJ, ISTJ, ESFJ, ISFJ, ENTJ, INTJ, ENTP, INTP, ENFJ, INFJ, ENFP, and INFP. It is very difficult to try to understand all 16 combinations immediately, and that is not necessary. Instead, a leader should identify his or her own style and concentrate on understanding it. (At this point it would be helpful to go to the end of the chapter and assess your own psychological type or types.)

It is important eventually to understand and recognize the 16 types because they affect how a leader interacts with subordinates. Some of the types are more compatible than others; some combinations can result in frustration, misunderstandings, and conflict. However, there are guides to the 16 types (Berens et al., 2001), and they do not need to be learned and memorized in order to be useful.

Functions and Preferences

Labels such as *extravert*, *sensor*, *thinker*, and *judger* represent functions of the human personality in Jung's theory of types. Individuals tend to prefer one function of each pair over the other. As noted earlier, combinations of preferences for these functions constitute types.

Extraversion and Introversion

Extraversion is a preference for obtaining information, inspiration, and energy from outside the self. One characteristic of extraverts is that they talk a great deal. Such people like to be in contact with other people, and they like action. They are often seen as energetic and well liked in social situations and may be the life of the party. The spelling used here comes from Jung himself, who preferred *extraversion* to *extroversion*.

An introvert uses her or his own ideas and thoughts and does not need external stimulation. Such people would rather listen than talk. They like to acquire information through reading or watching informative television shows. One clue to introversion is the desire to be alone at times in order to be able to think and re-energize. Constant exposure to people and activities can be draining.

According to Kroeger and Theusen (2002, p. 28), there are about three extraverts to every introvert in modern society. That means introverts often need to adapt to an extraverted world. Most people strongly prefer one function over the other, but some people have a weaker preference and are able to use the other function some of the time. Thus, there can be strong extraverts and strong introverts but also some who are extraverted with a component of introversion or vice versa.

Sensing and Intuition

The dimensions of sensing and intuition have to do with the way in which people acquire information. Sensors collect data through their senses, and their thinking revolves around facts and practical matters. Such people are quite detail oriented, happy to deal with the "real world." They focus on what they can see, hear, touch, smell, and taste. *Precision* and *accuracy* are the favorite words of a sensor.

Other people are intuitive. They tend to be much more conceptual and theoretical. Common everyday experience bores them. They would prefer to

be creative, to fantasize about the future, to apply ingenuity to a problem. In gathering information, intuitors look for possibilities and relationships; they use a theoretical framework to get and understand data. In contrast to the sensor, the intuitor is more likely to use *approximately* or *as far as I know*.

Thinking and Feeling

After information has been acquired, people need to make decisions based on the data. The two ways of deciding are thinking and feeling. Thinkers use logic, strive for objectivity, and are analytical. As a concomitant, they often seem to be detached and uninvolved with people, preferring to guide their actions on the basis of possible results. The opposite preference produces feelers. They tend to be more subjective, seek harmony with others, and take into account the feelings of people. Such people are more involved with others at work or elsewhere and are seen as considerate and humane.

Kroeger and Theusen (2002) note that the distinction between thinking and feeling has been shown to be empirically related to gender differences in that more men are thinkers and more women feelers. However, it is not absolute. In addition, the difference may be fading as more women are being trained in the sciences, engineering, and management. Furthermore, as discussed later, most managers are thinkers, probably because until recently management has been male dominated, and the thinker mode of operation is taught in business schools and rewarded in the organizational world.

Judging and Perceiving

Kroeger and Theusen (2002) suggest that the difference between perceivers and judges results in some of the most frustrating issues in working and leadership. Judges prefer structure, plans, schedule, and resolution. They are decisive and deliberate and quite sure of their way of doing things. Perceivers tend to be much more flexible, adaptable, tentative, and open ended. They are spontaneous. Perceivers often do not take deadlines seriously and may change their minds and decisions without difficulty.

Types and Leadership

There have been efforts to describe leadership in terms of psychological types (Berens et al., 2001; Kroeger & Theusen, 2002). The two sources agree that leadership is intentional, it entails a vision or aim, and people

other than the leader must be motivated to move toward a goal or final outcome. Kroeger and Theusen suggest that leadership involves the use of power, including both personal and organizational power. Pearman (in Berens et al., 2001) describes a more sophisticated requirement, that of developing processes that promote future leadership activities.

Kroeger and Theusen (2002) relate the eight functions to leadership strengths and weaknesses. The results taken from their work are shown in Table 11.2.

Table 11.2 Psychological Preferences and Leadership

| PREFERENCE | LEADERSHIP PLUSES | LEADERSHIP MINUSES |
|-------------------|---|--------------------------------------|
| Thinker | Objective Rational Problem solver | Critical Demanding Insensitive |
| Feeler | Empathic Cooperative Loyal | Indecisive Changeable |
| Extravert | Energizing Communicative Open | Communication overload |
| Introvert | Quiet Reflective Thinking | Slow to decide Hesitant |
| Intuitior | Strategic thinker Future oriented | Hazy Nonspecific |
| Sensor | Practical Action oriented | Unimaginative Detail oriented |
| Judger | Decisive Sticks to plans | Rigid Inflexible |
| Perceiver | Flexible Curious Informal | Scattered Unfocused |

SOURCE: Adapted from *Type Talk at Work*, by O. Kroeger and J. M. Theusen, 2002, New York: Dell.

Table 11.2 is a good example of how the psychological type's schema does not, on the surface, suggest one type as superior to any other in terms of leadership. Each type has its pluses and minuses.

However, there are data showing the preferences of people in management positions. Kroeger and Theusen (2002) provide the results from a database of 20,000 scores on the Myers–Briggs Type Indicator® (MBTI). The people surveyed were from various kinds of organizations, including private industry, government agencies, the military, and accounting firms. One caveat is that the data probably are skewed toward an overrepresentation of men. Furthermore, these were managers and not necessarily leaders. The database was reviewed and information collected on middle managers, upper-level managers, and top executives. The most common preference in these three categories was TJ, thinker–judger, with 69.9%, 72.9%, and 85% of the respondents selecting those preferences, respectively, for middle and upper managers and executives. When the thinker preference was combined with all of the other preferences, the results were 86.2%, 92.7%, and 95.4%, respectively, for middle and upper managers and executives. Clearly, management reinforces the need for detached, rational, and analytical ways of thinking. A close second is the preference for the judger (planning, scheduling, organizing, and controlling). In contrast, only 36% of trainers in the same organizations exhibited a preference for thinking and 47% for thinking and judging.

Some kinds of leadership may require different preferences and types. A visionary person is needed to set the long-term mission and direction for an organization. That need would imply a combination of introversion and intuition, someone who is quiet, reflective, and slow to decide. A vision cannot be rushed. Creating a vision may be a solitary activity in which many options are explored. Therefore, the data on the preferences of managers should not be taken as a statement of desired psychological type for all leaders.

Sixteen Types and Leadership

Pearman (in Berens et al., 2001) provided one paragraph on the style of leadership involved in each of the 16 psychological types. The information is summarized in Table 11.3.

Pearman stresses that there is leadership potential in all 16 types. He also describes the potential pitfalls and problems for each type.

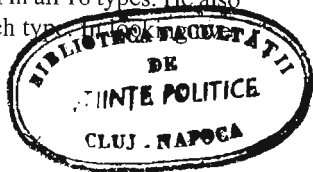


Table 11.3 Psychological Types and Leadership

| TYPE | VALUE | APPEARANCE |
|-------------|---------------|--|
| ESTP | Competition | Active, pragmatic, incisive, demanding |
| ISTP | Efficiency | Active, capable, concrete, proficient |
| ESFP | Realism | Energetic, inquisitive, encouraging |
| ISFP | Cooperation | Flexible, synergetic, pragmatic |
| ESTJ | Organization | Methodical, focused, planned |
| ISTJ | Productivity | Persistent, logical, practical |
| ESFJ | Harmony | Helpful, supportive, practical |
| ISFJ | Consideration | Cooperative, committed, understanding |
| ENTJ | Command | Analytical, blunt, planned |
| INTJ | Effectiveness | Analytical, tough minded, systematic |
| ENTP | Knowledge | Assertive, competitive, resourceful |
| INTP | Ingenuity | Conceptual, analytical, critical |
| ENFJ | Collaboration | Warm, supportive, inclusive |
| INFJ | Creativity | Inventive, idealistic, insightful |
| ENFP | Innovation | Imaginative, enthusiastic, expressive |
| INFP | Empathy | Passionate, intuitive, creative |

SOURCE: Adapted from *Quick Guide to the 16 Personality Types in Organizations*, by L. V. Berens, S. A. Cooper, L. K. Ernst, C. R. Martin, S. Myers, D. Nardi, R. R. Pearman, S. Segal, and M. A. Smith, 2001, Huntington Beach, CA: Telos.

the values in Table 11.3, the types including *thinking* (T) tend to be the best descriptors of at least the stereotype of the effective manager. Those values include competition, efficiency, organization, productivity, command, effectiveness, knowledge, and ingenuity.

Dealing With Followers

Kroeger and Theusen (2002, pp. 90–91) provide a matrix showing how a leader operating out of each dimension should deal with a subordinate of

the same or a different dimension, a chart too complex to present here. It consists of the eight psychological dimensions (E, I, S, N, T, F, J, and P) for both the leader and subordinate and results in a 4-by-4 matrix with 16 cells. Here are three examples how a leader's psychological type can interact with that of a follower.

Suppose the leader is primarily an extravert and is dealing with an introverted follower. The extravert leader likes to talk a great deal and sometimes speaks before really thinking things through. She will tend to dominate many conversations. The introvert, on the other hand, needs time to respond, wants to think things through, and likes to explain what he or she means without interruption. The combination of extravert and introvert can cause problems. The extraverted leader may take silence or a slow response on the part of the follower as agreement, when in fact the follower is just thinking over what has been said. If the conversation was about something that should be done, the leader will think that the subordinate will do it, and the subordinate will just be formulating a response. Later the leader will be frustrated by the lack of action, and the follower will be upset that his voice was not heard.

In such a situation, the leader has to back off during the conversation or maybe even suggest getting back together in an hour or two to go over what needs to be done. This will give the introverted subordinate time to reflect and gather his thoughts. If he is also intuitive, the follower may even come up with a better way of doing the assignment.

A common difference in teamwork occurs when there is an intuitor leader and a sensor follower. The intuitor leader is able to and prefers to see the big picture, the overall strategy, and the possibilities in the future. That is a valuable characteristic for a leader. It may be a major factor in moving forward and inducing change. However, the intuitor leader may change goals and strategies while followers are trying to deal with the existing ones. The intuitor is likely to be bored with the details of implementation. Giving instructions is difficult because the intuitor gives general and vague directions, but the subordinate wants specifics.

A sensor subordinate will be frustrated in dealing with the intuitor leader. The follower wants to know what to do, when to do it, and possibly even how to do it. The leader is not at all concerned with those details. However, the subordinate has to do the work and get results. That is hard to do with nebulous instructions and frequent changes in direction. In such a case, the intuitor leader needs to be made aware of her mode of thinking and make every attempt to satisfy the needs of the subordinate. If that does not happen, the leader may become upset at the lack of progress.

An interesting situation arises in the case of an intuitor leader dealing with an intuitor subordinate. Both will tend to think in conceptual ways. They will be more interested in what comes next, fantasizing or even planning the next project. When it comes to working on the current project, they will do so in a theoretical way without dealing with the realities of the situation. The two intuitors will prefer not to obtain facts and be practical. This is an invitation to disaster. If the leader is aware of the matching preferences, then he will have to make sure that both stay grounded and in the present, working to get through the current situation so that they can move on to the next project.

As can be seen from these examples, an understanding and awareness of psychological preferences and types can be useful in communicating effectively and getting work done. The differences between the types can lead to frustration and perhaps antagonism. One possible solution is to create a team or organization consisting of only one or two types. They will communicate readily and get along fairly well. However, the resulting team or organization will be limited in its ability to deal with a wide range of programs and issues.

HOW DOES THE PSYCHODYNAMIC APPROACH WORK?

The primary aim of the psychodynamic approach is to raise the awareness of leaders and followers to their own personality types and the implications of those types on work and relationships. For psychological types this is done through an assessment such as the MBTI or a similar method such as the questionnaire devised by Maccoby (2003, pp. 26–34 and 252–264). In the TA model, respondents are given statements describing the various ego states and then asked to identify the existence of those states in their own lives. Whether a personality type or ego state model is used, the presumed advantage to becoming aware is that one's own behavior and the responses of others to that behavior become more understandable.

In work team or organizational contexts, the psychodynamic approach usually involves the participation of subordinates as well as the leader because it is important to be aware of and understand the differences between various people who must work together. What were irritants or even conflicts may become understandable when one understands the psychological types or ego states involved. The presumed ultimate benefit is that leaders and followers are better able to tolerate one another.

This ought to be particularly true when people realize that team or organizational success depends on the existence and application of a diverse set of competencies and interpersonal skills. Some people need to be able to see and create the vision, the big picture, for a group or organization. Other people need to be able to work diligently to turn the vision into reality. Some people are needed to sell products or services, whereas others are needed to manufacture the products or provide the services. Thus, one application of the psychological type model is to determine the most favorable kind of work for an individual based on that person's preferences in terms of gathering information, making decisions, structuring their work efforts, and dealing with people.

STRENGTHS

The greatest strength of the psychodynamic approach is that it results in an analysis of the relationship between the leader and the follower. This transactional emphasis is important, and it should be emphasized that it is a transaction between the two people, that is, a back-and-forth action and response. In some models of leadership, the leader exhibits certain appropriate behaviors that are intended to create the desired response in the subordinate. In that kind of model the leader is not an ordinary mortal but someone who can always act in the most appropriate way, and the appropriate way is a function of who is being led and what kind of response is desired. The psychodynamic approach takes the position that both leader and subordinate have a personality type or operate in an ego state, not always consciously understood, and their relationship is a result of the combination of those types or states.

A second strength is the presumed universality of the psychodynamic approach. Much of the theory underlying this approach has been based on a search for a universal truth in human existence, done through the study of myth. Jung (1923, 1961) and Freud relied heavily on Greek myths to label psychological actions and reactions such as the Oedipus complex.

Another strength of the psychodynamic approach is that it emphasizes the need for awareness on the part of the leader. That awareness is obtained by bringing into consciousness and dealing with ego states or psychological types. By talking and writing about these issues, the leader comes to understand his or her reactions to subordinates' actions and to see why followers react as they do to certain actions by the leader. The ability to understand actions and the responses they produce allows the leader to control them.

Finally, the psychodynamic approach, at least in its most modern form, discourages manipulative techniques in leadership. Effective leadership using the psychodynamic approach is based on self-awareness and tolerance for the styles and behaviors of others.

CRITICISMS

One criticism of the psychodynamic approach is that much of the early work was based on clinical observation and treatment of people with serious difficulties. This was a psychology of the abnormal rather than the normal. For the most part, psychiatrists work with people who are having problems. This is particularly true for TA. In the most recent works on TA (Stewart & Joines, 1991), the emphasis is on the dysfunctional combinations of ego states. The adult ego state is given almost no attention, even though it is the basis for mature and effective dealings with others. There has been more emphasis on the psychodynamics of the everyday individual in the humanistic and transpersonal psychologies (Maslow, 1998).

The MBTI also represents a limitation. It was developed by Katharine Cook Briggs and Isabel Briggs Myers, based on Jung's functions and preferences. They were not professional test developers. Thus, the MBTI may have reliability or validity problems.

For TA the limitation is more severe. There is no standardized assessment. Each person is directed to try to identify her or his ego states from descriptions of them in the literature or in workshops.

The psychodynamic approach is also limited in that it focuses primarily on the personalities of the leader and followers that dictate the nature of the relationship between them. It does not take into account organizational factors. These could include the culture of the organization, its structure, and the particular kinds of challenges and tasks it faces.

The very nature of the psychodynamic approach also limits its use in practice. Many people simply reject the notion that emotional reactions occur toward leaders, followers, and coworkers and that those reactions arise from predispositions in individuals and particularly from the unconscious. Organizational leaders, in particular, subscribe to the view that management and leadership ought to be as rational as possible. The very fact that managers tend to be thinkers and judges may prevent them from accepting the psychodynamic approach. Emotional responses are ignored

or rejected, even though many an executive has lain awake at night while replaying an emotional situation from work.

A final limitation is that the psychodynamic approach does not lend itself to training in a conventional sense. There are no skills to learn, no techniques to use to motivate subordinates. Instead, it requires leaders and followers to assess their own ways of acting, to accept those ways, and to tolerate the ways in which others behave.

CASE STUDIES

In this section, case studies (Cases 11.1, 11.2, and 11.3) of leadership in organizations are provided that can be analyzed using the psychodynamic approach. The questions provided at the end of each case will help you analyze the situations.

Case 11.1

Not the Type Who Sees the Big Picture

Jenny Folsom is the manager of a group of marketing specialists. She has good relationships with most of her team except for Connie Perez. Jenny is on the verge of letting Connie go. Connie just cannot seem to work up to Jenny's expectations. Over the past year, Jenny has had four quarterly review sessions with Connie. In each one, Jenny pointed out her expectations and indicated where Connie was falling short. Connie continued to act in much the same way even though she felt she was trying to improve.

Before going to the drastic step of dismissing an employee, Jenny has gone to the Personnel Department, specifically to the Training and Development Group. She has presented her problem to two training and development specialists. She said, "Connie seems to get bogged down in details. I give her a project to work on and a set of overall objectives. Then, when I talk to her, I find that she is buried in some minor issue, getting all the information she can, talking to other people about that issue. It drives me crazy. I need to get the project completed and have her move on to something else. I want her to see the big picture. We have a lot to do, a whole strategy to implement. I can't afford to have someone getting hung up on minor details."

The training and development specialists sense that there is a big difference in personality types between Jenny and Connie. They invite Jenny to come back the next day, at which time she is given a briefing on types. It quickly becomes evident that Jenny is an intuitive thinker (NT) in the Jungian personality types. She is good at conceptualizing and systematic planning. She can see the underlying principles of organizations and systems.

With each accomplishment of her group, Jenny can see three or four new big challenges. When the training and development specialists talked this way to Jenny, she agreed readily with their description of her.

On the other hand, Connie seems to be a sensor-feeler (SF), based on Jenny's description. Connie is very practical and down to earth. She actually is quite good at problem solving in an immediate way. And she is highly resourceful, able to find information and answers. Unfortunately, she simply is not the type to see the big picture.

Jenny asks the training and development specialists, "So what do I do?"

Questions

1. Should Jenny have a session with Connie on her own?
2. Should she have the session with the training and development specialists?
3. Should Connie be given the analysis results for herself and for Jenny?
4. What kinds of issues should the two women discuss?
5. What kinds of tasks should Jenny assign to Connie in the future?



Case 11.2

Staff Meeting Problems

Stan is the general manager of a division of a small company that provides various kinds of technical services to customers. The division is one of four located in cities away from the main offices. Once a month Stan holds a staff meeting for all of the key people in the division. That includes four technical specialists, three sales and marketing people, and the budget and finance person.

Stan is a very orderly person and creates an agenda for each meeting. He invites participation on each of the agenda items because he believes in developing a team atmosphere in the division. However, there are big differences in the degree and kinds of participation between the technical and marketing people. The budget and finance person does not participate except when asked a direct question. Most of the meetings are dominated by the sales and marketing people. Not only do they do most of the talking, but they also tend to tell jokes and get sidetracked from the agenda. The technical personnel just sit there but occasionally roll their eyes and give off signals that they are frustrated. The result is just the opposite of what Stan wants. Instead of cohesion there is friction and conflict, although it is not expressed openly.

Stan is considering the possibility of no longer having staff meetings and, instead, meeting with the technical and marketing staffs separately. He has no access to the corporate human resource department. What should Stan do?

Questions

1. Should Stan stop having the meetings?
2. Should Stan be much more directive by asking for participation by specific people when he thinks it is needed on a particular agenda item?
3. Should he devote a meeting to describing what he wants of the team and what he sees happening, inviting everyone to talk about their reactions to the meetings and discussing ways to try to become a team?
4. Should he seek out a consultant to help with the problem?



Case 11.3

Unexpected Reactions

Maxine is a manager with more than 20 years of experience. She has come up through the ranks and obtained her M.B.A. degree 10 years ago. Her approach to supervising is to lay out in the most direct and simple terms what she sees as an issue or problem. She always seeks to get the best answer she can and is willing to delay a decision if there appears to be a need for it.

Randy is a recent transfer into the group Maxine manages. He is an extremely competent person in his specialty, one that is crucial to the operation of the group. He came into the group with high evaluations from his previous manager, who was a somewhat authoritarian person. Randy is used to being told what the problem is, what to do, when it is to be completed, and, in some cases, how to work out a solution. He was comfortable with that kind of situation because it allowed him to apply his skills directly to many fascinating problems.

Since he joined the group, Randy's reactions to Maxine's way of managing have been unpredictable. His most common response is to argue with Maxine about how she has defined the problem or even whether it really represents a problem. Randy does not seem to enjoy this kind of confrontation but appears to be unable to react differently except on a few occasions. In those situations, Randy becomes very obedient and asks Maxine for more direction. That bothers Maxine, who feels she does not have the time to mother Randy.

Questions

1. Should Maxine just adapt to Randy's way of interacting?
2. Should she try to figure out why his reactions are so unpredictable?
3. Should she ask Randy why he reacts differently in different situations?
4. Should she contact Randy's previous manager to find out whether Randy's reactions were unpredictable in that setting?
5. From a transactional analysis perspective, what do you think is going on?



LEADERSHIP INSTRUMENT

The following questionnaire provides a way to assess your preferences for each of the four dimensions of the Myers–Briggs typology. You can use it to create a profile that shows your preferences for extraversion or introversion, judging or perceiving, thinking or feeling, and sensing or intuiting.

7. I am structured, scheduled, planned, and in control. 1 2 3 4 5 6
8. I am adaptable, flexible, spontaneous, and open. 1 2 3 4 5 6

(Total ratings for items 7 + 8 = 7)

Scoring

Circle your ratings for each sentence on the following chart.

| | | | | | | |
|---------------------------|---|---|---|---|---|---|
| Sentence 1: Extravert (E) | 1 | 2 | 3 | 4 | 5 | 6 |
| Sentence 2: Introvert (I) | 1 | 2 | 3 | 4 | 5 | 6 |
| Sentence 3: Sensor (S) | 1 | 2 | 3 | 4 | 5 | 6 |
| Sentence 4: Intuitor (N) | 1 | 2 | 3 | 4 | 5 | 6 |
| Sentence 5: Thinker (T) | 1 | 2 | 3 | 4 | 5 | 6 |
| Sentence 6: Feeler (F) | 1 | 2 | 3 | 4 | 5 | 6 |
| Sentence 7: Judger (J) | 1 | 2 | 3 | 4 | 5 | 6 |
| Sentence 8: Perceiver (P) | 1 | 2 | 3 | 4 | 5 | 6 |

Scoring Interpretation

Your psychological type consists of four out of the eight paired preferences: E or I, S or N, T or F, and J or P. First look at whether your rating for E is higher than for I. If it is higher, then that is part of your type. Based on the scores in the chart above, pick one of the two letters in the following pairs:

| | | |
|--------------------|---|---|
| Sentences 1 and 2: | E | I |
| Sentences 3 and 4: | S | N |
| Sentences 5 and 6: | T | F |
| Sentences 7 and 8: | J | P |

In some of the pairs your ratings probably will be very different. For example, your rating for S might be 6, which makes your score for N 1. That is a strong indication that you prefer the sensor function. In other cases your

ratings might be much closer together. For example, you may have given the thinker sentence a rating of 4 and the feeler sentence a rating of 3. That is not a strong preference, so your type could include either T or F. That is fairly common, even in the MBTI (e.g., such a person might be both ENTJ and ENFJ, indicating that the thinker and feeler ratings were close to each other).

The psychological type method is interesting when you apply it to yourself but is much more useful in comparing your own type with that of another person. Therefore, you should ask someone you know or work with to rate himself or herself on the questionnaire. After you have scored this person's ratings, you can compare his or her type with yours. Although this method is useful, the best way to get an assessment of your personality type is to take the MBTI test under the direction of a counselor or someone else who is qualified to give the test and interpret it.



SUMMARY

The psychodynamic approach is based on assessments of the personalities of leaders and followers. It differs from approaches and models that begin by studying and summarizing the traits, behaviors, skills, or styles of leaders. Several ways of identifying personality characteristics are available, including the ego state model from transactional analysis and the personality types of Freud and Jung, as interpreted by Maccoby (2003) and the MBTI, respectively.

Data suggest that some personality types are better suited to management and executive positions, particularly the thinker type in the Jungian schema. Maccoby's extensive work with executives convinced him that the narcissist type is best suited to lead modern organizations. In both cases, however, the other personality types may be more appropriate to certain kinds of positions or organizations.

The psychodynamic approach is used to encourage leaders and followers to become aware of their own personality types and those of the people with whom they work in order to better understand their own behavior and the responses they get from others.

There are pluses and minuses to this approach. An important advantage is that it emphasizes the relationship of leader to follower. Also, ego states and personality types are assumed to be universal. A major strength is that

the psychodynamic approach encourages awareness and thereby reduces the degree of manipulation and control by the leader. Because much of the early work in psychodynamics was based on dealing with disturbed people, some of it does not apply to the average or normal person at work. There are also problems associated with the ways in which ego states and personality types are measured and assessed. Perhaps more important is the fact that the approach assumes the existence of unconscious motives and reactions and relies on emotional states that go counter to the ideal of the rational and objective leader. Also, the psychodynamic approach does not lend itself to training because there are no skills or behaviors to learn.

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Women and Leadership



Crystal L. Hoyt

DESCRIPTION

Writers in the popular press have shown an enduring interest in the topic of gender and leadership, reporting stark and meaningful differences between women and men (Book, 2000; Bowman, Worthy, & Greyser, 1965). These differences turned from a view of women as inferior to men (e.g., some posited that women lacked skills and traits necessary for managerial success; Hennig & Jardim, 1977) to the more modern popular view that extols the superiority of women in leadership positions (Book, 2000; Helgesen, 1990). However, for a variety of reasons, including methodological hindrances, a predominance of male researchers largely uninterested in the topic, and an academic assumption of gender equality in leadership, academic researchers have ignored issues related to gender and leadership until the 1970s (Chemers, 1997). The increasing numbers of women in leadership positions and women in academia, brought about by dramatic changes in American society, have fueled the scholarly interest in the study of women leaders.

Scholars started out asking, "Can women lead?," but that is now a moot point. In addition to the increasing presence of women in corporate and

political leadership roles, we can point to highly effective female leaders in a variety of domains, including eBay's CEO Meg Whitman, Avon's CEO Andrea Jung, New York Senator Hillary Rodham Clinton, Secretary of State Condoleezza Rice, U.S. Army Lieutenant General Ann Dunwoody, and the founder of Teach for America, Wendy Kopp. The primary research questions now are, "What are the leadership style and effectiveness differences between women and men?" which is often subsumed under a larger question: "Why are women starkly underrepresented in elite leadership roles?" This chapter explores empirical evidence related to these issues of gender and leadership by first examining style and effectiveness differences between men and women, then discussing the glass ceiling and prominent explanations for it, and, finally, addressing approaches to promoting women in leadership.

GENDER AND LEADERSHIP STYLES

As more women begin occupying positions of leadership, questions as to whether they lead in a different manner from men and whether women or men are more effective as leaders have garnered greater attention. Increasingly, writers in the mainstream press are asserting that there are indeed gender differences in leadership styles and that in contemporary society women's leadership is more effective (Book, 2000; Helgesen, 1990; Rosener, 1995). However, academic researchers have a greater diversity in their views; indeed, many argue that gender has little or no relationship to leadership style and effectiveness (Dobbins & Platz, 1986; Engen, Leeden, & Willemsen, 2001; Powell, 1990).

Early research examining style differences between women and men compared either interpersonally oriented and task-oriented styles or democratic and autocratic styles. In a meta-analysis, Eagly and Johnson (1990) found that contrary to stereotypic expectations, women were not found to lead in a more interpersonally oriented and less task-oriented manner than men in organizational studies. These differences were found only in settings where behavior was more regulated by social roles, such as experimental settings. The only robust gender difference found across settings was that women led in a more democratic, or participative, manner than men. Another meta-analysis examining research between 1987 and 2000 found similar results (van Engen, 2001, as cited in Eagly & Carli, 2003).

It is important to consider these results in conjunction with findings from a large-scale meta-analysis of the literature on evaluations of female and male leaders who were equated on all characteristics and leadership behaviors (Eagly, Makhijani, & Klonsky, 1992). These studies revealed that women were devalued compared with men when they led in a masculine manner (autocratic or directive; e.g., Bartol & Butterfield, 1976), when they occupied a typically masculine leadership role (e.g., athletic coaches or managers in manufacturing plants; e.g., Knight & Saal, 1984), and when the evaluators were men. These findings not only point to the prejudice women experience in leadership positions, but they also indicate that women's greater use of democratic style appears to be adaptive in that they are using the style that produces the most favorable evaluations for women.

Beginning in the early 1980s, leadership researchers began studying a new style of leadership first articulated by Burns (1978) as transforming leadership, later modified and expanded into transformational leadership by Bass (1985; see Chapter 9). Significant research illustrates that all four components of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and the contingent reward component of transactional leadership are positively related to leadership effectiveness (Lowe, Kroeck, & Sivasubramaniam, 1996). A recent meta-analysis by Eagly, Johannesen-Schmidt, and van Engen (2003) found small but robust differences between female and male leaders on these styles, such that women's styles tend to be more transformational than men's, and they also tend to engage in more contingent reward behaviors than men, all of which are aspects of leadership that predict effectiveness.

GENDER AND LEADERSHIP EFFECTIVENESS

In addition to leadership style, the relative effectiveness of male and female leaders has been assessed in a number of studies (Jacobson & Effertz, 1974; Tsui & Gutek, 1984). In a meta-analysis comparing the effectiveness of female and male leaders, overall men and women were equally effective leaders, but there were gender differences such that women and men were more effective in leadership roles that were congruent with their gender (Eagly, Karau, & Makhijani, 1995). Thus, women were less effective to the extent that the leader role was masculinized. For example, women were less effective than men in military positions, but they were somewhat more effective than men in education, government, and social service

organizations and substantially more effective than men in middle management positions, where communal interpersonal skills are highly valued. In addition, women were less effective than men when they supervised a higher proportion of male subordinates or when a greater proportion of male raters assessed the leaders' performance.

In sum, empirical research supports small differences in leadership style and effectiveness between men and women. Women experience slight effectiveness disadvantages in masculine leader roles, whereas more feminine roles offer them some advantages. Additionally, women exceed men in the use of democratic or participatory styles, and they are more likely to use transformational leadership behaviors and contingent reward, styles that are associated with contemporary notions of effective leadership (Fondas, 1997).

THE GLASS CEILING

In government, in business, and in the professions there may be a day when women will be looked upon as persons. We are, however, far from that day as yet.

—Eleanor Roosevelt, 1940

Evidence of the Glass Ceiling

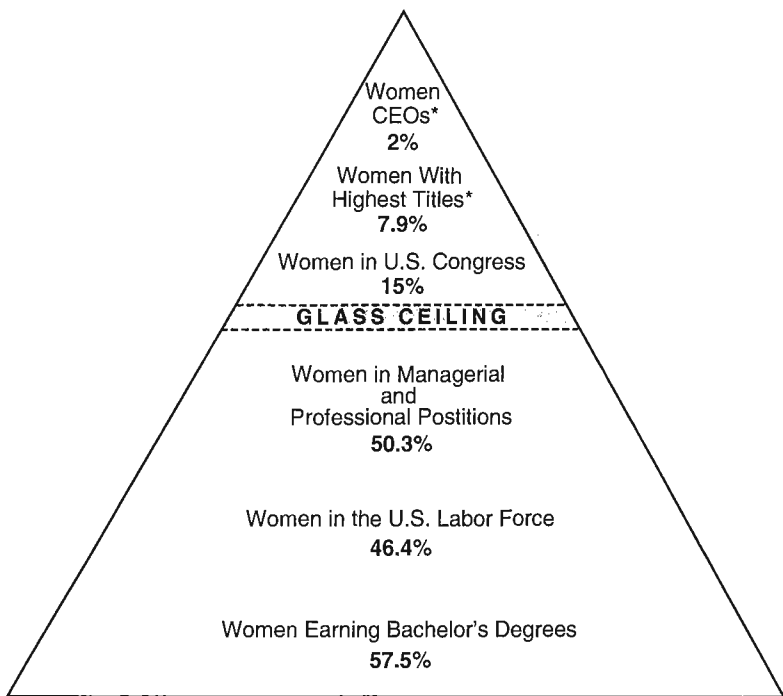
Although the predicament of women leaders has improved significantly since Eleanor Roosevelt penned the quote above, there is still a long way to go. Women currently occupy more than half of all management and professional positions (50.3%; Catalyst, 2005), and they make up nearly half of the U.S. labor force (46.4%; U.S. Bureau of Labor Statistics, 2005), but they are still underrepresented in the upper echelons of America's corporations and political system. Women represent only 5.2% of Fortune 500 top earners, they have a mere 7.9% of the highest titles in the Fortune 500, and they represent less than 2% of Fortune 500 CEOs (Catalyst, 2002). Women hold only 14.7% of Fortune 500 board seats, and merely 3.4% of board seats are held by women of color (Catalyst, 2006).

On the political front, women currently hold only 81 of the 535 seats in the U.S. Congress (15.1%; 14% in the Senate and 15.4% in the House of Representatives), and women of color occupy just 20 seats (3.7%; Center

for the American Woman and Politics, 2006). Indeed, as of March 2006, the world average of women's representation in national legislatures or parliaments is 16.4%, with the United States ranked 68th out of 188 countries (Inter-Parliamentary Union, 2006). Moreover, women represent just 5.5% of military officers at the level of brigadier general and rear admiral or higher (U.S. Department of Defense, 2005).

The invisible barrier preventing women from ascending into elite leadership positions is commonly called the glass ceiling (Figure 12.1), a term first introduced into the American vernacular by two *Wall Street Journal* reporters in 1986 ("Corporate Woman," 1986). Even in female-dominated occupations women face the glass ceiling, whereas White men appear to ride a "glass escalator" to the top leadership positions (Maume, 1999; Williams, 1992, 1995).

Figure 12.1 *The Glass Ceiling*



*In Fortune 500 companies.

Motives for Removing the Barriers

The glass ceiling is a global phenomenon whereby women are disproportionately concentrated in lower-level and lower-authority leadership positions than men (Powell & Graves, 2003). Although the glass ceiling generally is conceived as a barrier against women, it can be generalized to encompass other nondominant groups such as ethnic and racial minorities as well. There are a number of important motivations for removing this barrier into the upper echelons of leadership. First, doing so will fulfill the promise of equal opportunity by allowing everyone the possibility of taking on leadership roles, from the boardroom to the senate floor. Furthermore, just as one is more likely to find a large fish in a lake than a pond, one is more likely to find the most talented human resources by increasing the pool of potential candidates. In addition to finding a large fish in a big lake, one is also more likely to find a great variety of fish. Promoting a richly diverse group of women into leadership roles will make societal institutions, businesses, and governments truly representative. In addition to being representative, group member diversity is associated with greater group productivity (Forsyth, 2006). Indeed, research has shown a strong connection between gender diversity and organizational financial performance; as the number of women at the top increases, so does financial success (Catalyst, 2004).

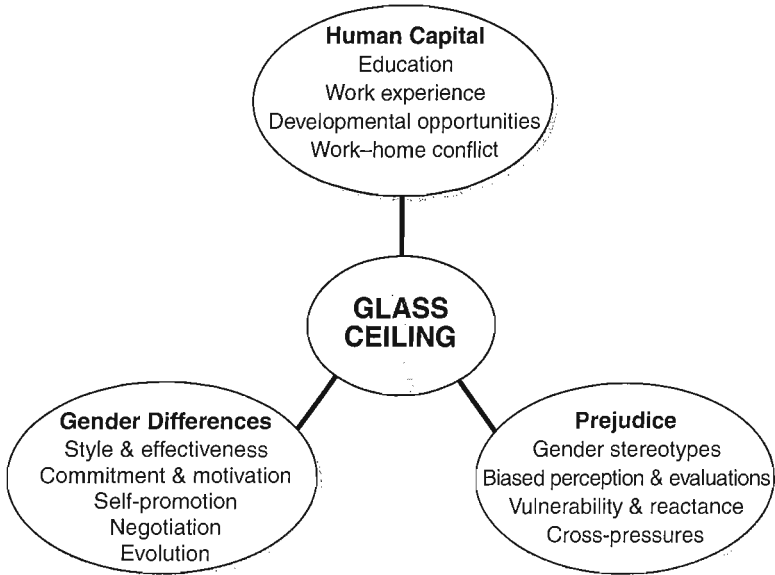
Explaining the Glass Ceiling

Discussions of women's underrepresentation in high-level leadership positions generally revolve around three types of explanations (Figure 12.2). The first set of explanations highlights differences in women's and men's investments in human capital. The next category of explanations considers essential differences between women and men. The final type of explanation focuses on prejudice and discrimination against female leaders.

Human Capital Differences

One prominent set of explanations for the glass ceiling is that women have less human capital investment in education, training, and work experience than men (Eagly & Carli, 2004). This supposed lack of human capital is said to result in a dearth of qualified women, called a "pipeline problem." However, a closer look at the numbers reveals that women are indeed in the pipeline but that the pipeline is leaking as it approaches the

Figure 12.2 Explaining the Glass Ceiling



top. Women are obtaining undergraduate degrees at a far higher rate than men, earning 57.5% of the bachelor’s degrees in the United States (National Center for Educational Statistics [NCES], 2003), and women are graduating at a rate nearly equal to that of men in most professional schools, earning 58.8% of all master’s degrees and 46.3% of all doctorates (NCES, 2003). Although women earn 47.3% of all law degrees and make up 47.4% of associates, they make up only 17.1% of partners (National Association for Law Placement, 2005). Although women represent only about one third of those graduating with M.B.A.s from the top 20 business schools (C200 Business Leadership Index, 2005), their representation in the upper echelons of American business pales in comparison. Finally, there is clear evidence that the lack of women reaching the top is not due to the fact that not enough time has passed for natural career progression to occur (Heilman, 1997).

Women do have somewhat less work experience and employment continuity than men, driven largely by the disproportionate responsibility women assume for child rearing and domestic duties (Bowles & McGinn,

2005; Mahoney, 1996). Although a common explanation for the gender disparity in experience is that women are more likely to quit their jobs than men, there is no consistent research evidence to that effect (Eagly & Carli, 2004). However, there is evidence that women experience greater losses than men after quitting because women are more likely to quit for family-related reasons (Keith & McWilliams, 1999). Women with children are more likely to not be employed or work fewer hours than women without children, whereas men with children are more likely to be employed and work more hours than men without children (Kaufman & Uhlenberg, 2000). These domestic and child-rearing expectations impose an added burden on women climbing the leadership ladder. Women spend significantly more of their time on housework and child care than men do (Bianchi, Milkie, Sayer, & Robinson, 2000). Professional women also evaluate themselves on gender-role biased standards: Women who have equal-status careers with their husbands not only do more of the child care and household chores but also report satisfaction with the amount of work their husbands contribute at home and are critical of their own domestic performance (Biernat & Wortman, 1991).

Women respond to these work-home conflicts in a variety of ways (Bowles & McGinn, 2005). Some women choose not to marry or have children, others choose to become superwomen and attempt to excel in every role, and others choose part-time employment to juggle these work-home conflicts (Hewlett, 2002; Nieva & Gutek, 1981). Those who take time off from their careers often find reentry difficult and often enter at a lower level than they left, making it that much more difficult to rise in the leadership ranks. One related argument for the glass ceiling is that this culturally prescribed division of labor leads women to self-select themselves out of leadership tracks by choosing "mommy track" positions that do not funnel into leadership positions (Belkin, 2003; Ehrlich, 1989; Wadman, 1992); however, research does not support this argument (Eagly & Carli, 2004).

Although women occupy more than half of all management and professional positions (Catalyst, 2005), they have fewer developmental opportunities than men at work. Many of these gender differences in developmental opportunities may be driven at least in part by the prejudice women experience in the domain of leadership. In addition to having fewer responsibilities in the same jobs as men, women are less likely to receive encouragement, be included in key networks, and receive formal job training than their male counterparts (Knoke & Ishio, 1998; Morrison & Von Glinow,

1990; Ohlott, Ruderman, & McCauley, 1994; Powell & Graves, 2003). One very important developmental experience that affects career success is effective mentor relationships (Ensher & Murphy, 2005). The outcomes and processes of mentor relationships are influenced by the gender of the mentor and protégé (Ragins & Cotton, 1999), and women confront greater barriers to establishing informal mentor relationships than men do (Powell & Graves, 2003).

Additionally, women are disproportionately represented in business positions that are less visible, have less responsibility, and do not lead to top leadership positions. For example, women are clustered in the fields of accounting, education, and the velvet ghetto of human resource management (Bowles & McGinn, 2005). Relatedly, when women are promoted to leadership positions they are more likely than men to be placed on a “glass cliff”; that is, they are more likely to be appointed to precarious leadership situations associated with greater risk and criticism (Ryan & Haslam, 2005).

In sum, there is scant support for the notions that women receive less education than men, that they quit their jobs more often than men, or that they opt out of the leadership track for the mommy track. There is support for the notion that women have less work experience and more career interruptions than men, largely because women assume significantly more domestic responsibility. Finally, women receive less formal training and have fewer developmental opportunities at work than men, both of which likely are related to prejudice against women leaders.

Gender Differences

Other arguments attempting to explain the leadership gap revolve around the notion that women are just different from men. One argument in this vein is that women’s underrepresentation in elite leadership positions is a result of differences in leadership style and effectiveness. As discussed earlier in this chapter, any substantial leadership style differences between women and men should not disadvantage women and can even offer a female advantage (Eagly & Carli, 2003; Powell, 1990; Vecchio, 2002). Because the glass ceiling makes it so difficult for women to attain elite leadership positions, the ones who do make it tend to be very competent. This may help explain the recent findings of female superiority regarding leadership style and the popular books exalting the female leadership advantage.

Another oft-cited barrier to women's advancement is the presumed gender difference in commitment to employment and motivation to attaining leadership roles. However, research indicates that women show the same level of identification with and commitment to paid employment roles as men do, and both women and men view their roles as workers to be secondary to their roles as parents and partners (Bielby & Bielby, 1988; Thoits, 1992). Empirical research does indicate that women are less likely to promote themselves for leadership positions than men (Bowles & McGinn, 2005). For example, women are more likely to take on informal, as opposed to official, leadership roles and use terms such as *facilitator* or *organizer* instead of *leader* (Fletcher, 2001; Andrews, 1992). A meta-analytic review of the research literature on leader emergence revealed that although women were less likely than men to emerge as group leaders, they were more likely to serve as social facilitators (Eagly & Karau, 1991). This research must be interpreted in light of the social costs, or backlash, women experience when they promote themselves or are competent in positions of authority (Rudman & Glick, 2001). Women face significant gender biases and social disincentives when they self-promote; for example, unlike men, self-promoting women are seen as less socially attractive and less hireable (Rudman, 1998). Thus, women who want to pursue leadership positions may choose not to do so because they have internalized these expectations or are simply aware of the social costs, perpetuating the glass ceiling (Bowles & McGinn, 2005; Powell & Graves, 2003).

One gender difference that is robust and pertains to leadership is that women are less likely than men to ask for what they want (Babcock & Laschever, 2003). Reaching elite leadership positions is not done in a vacuum; people must negotiate with others to access the right positions, experiences, opportunities, resources, and assistance in both the professional and domestic spheres. However, women are less likely to negotiate than men. Small, Gelfand, Babcock, and Gettman's (2006) research examining the initiation of negotiation cleverly demonstrated how the conception of negotiation is gendered. Participants were told they would receive \$3 to \$10 for participation in an experiment; when they were given \$3 and either told nothing about the potential to negotiate for more or told that they had the opportunity to "negotiate" for more, men initiated negotiation more often than women. However, in a third condition in which participants were told they could "ask" for more money, the gender differences disappeared. Unfortunately, the negotiations needed to ascend the leadership hierarchy often are unstructured, ambiguous, and rife with gender triggers—exactly the type of situation that particularly disadvantages women (Bowles & McGinn, 2005). Moreover, women face greater social

costs for initiating negotiation than men do, so their lower levels of negotiation may represent an adaptive response to social disincentives (Bowles, Babcock, & Lai, 2005).

Many contend that the arguments discussed thus far result from socialization; however, others have taken the position that men are just inherently, biologically more disposed to leadership than women (Browne, 2002). Evolutionary psychologists argue that sex differences in social behaviors, including leadership behaviors, stem from psychological differences that evolved through adaptations to reproductive pressures throughout the history of the human species (Buss & Kenrick, 1998; Geary, 1998). These evolutionary arguments rely on a number of tenuous, highly debated assumptions regarding the relationship between men and women in primitive times (Eagly & Carli, 2004; Wood & Eagly, 2002). There are some small psychological differences between women and men on traits that are often seen as related to effective leadership, such as men showing slightly more assertiveness than women and women showing somewhat higher levels of integrity than men (Feingold, 1994; Franke, Crowne, & Spake, 1997). However, it is highly debatable to what extent these differences are a result of socialization or evolution. Finally, newer conceptualizations of effective leadership, such as transformational leadership, no longer highlight traditional masculine traits but rather highlight the importance of feminine and androgynous traits.

In sum, women are no less effective at leadership, committed to their jobs, or motivated for leadership roles than men. However, women are less likely to self-promote and negotiate than men, and although there are a few psychological differences between women and men, it is unclear whether they are innate or a result of socialization, and it is unclear how important the traits are to leadership.

Prejudice

One prominent explanation for the glass ceiling is gender bias stemming from stereotyped expectations that women take care and men take charge. These biases can be seen in media coverage on the campaign trail. Research comparing the presidential campaign of Elizabeth Dole with the campaigns of George W. Bush, John McCain, and Steve Forbes found that Elizabeth Dole received significantly less media coverage on policy issues and more coverage on her personality and attire than her male counterparts (Aday & Devitt, 2000). In a recent survey of women executives from

Fortune 1000 companies, 33% of the respondents cited stereotyping and preconceptions of women's roles and abilities as a major contributor to the glass ceiling (Catalyst, 2003). Stereotypes are cognitive shortcuts that influence the way people process information regarding groups and group members. People assign characteristics to groups, or individual members of groups, regardless of the actual variation in characteristics between the members (Hamilton, Stroessner, & Driscoll, 1994). Although "stereotyping is not necessarily an intentional act of abuse" (Aronson, 1995, p. 300), and many stereotypes can be adaptive structures to the extent that they are based on some experience with members of stereotyped groups and contain a kernel of truth, stereotypes can be maladaptive to the extent that they are inaccurate or that they prevent individuals from identifying individual differences within a group of people.

Gender stereotypes are pervasive, well documented, and highly resistant to change (Dodge, Gilroy & Fenzel, 1995; Heilman, 2001). Gender stereotypes both describe stereotypic beliefs about the attributes of women and men and prescribe how men and women ought to be (Burgess & Borgida, 1999; Glick & Fiske, 1999). Men are stereotyped with agentic characteristics such as confidence, assertiveness, independence, rationality, and decisiveness, whereas stereotypical attributes of women include communal characteristics such as concern for others, sensitivity, warmth, helpfulness, and nurturance (Deaux & Kite, 1993; Heilman, 2001).

In addition to not conforming to the stereotype-based expectations, people should also avoid behaviors that are incompatible with the stereotype (Heilman, 2001). The penalties for violating one's gender stereotypes are clearly illustrated in the classic 1989 Supreme Court case *Price Waterhouse v. Ann Hopkins*. Price Waterhouse told Hopkins that she would not make partner because she was too masculine, going as far as advising her to go to charm school, wear jewelry and makeup, and be less aggressive. In the end, the court ruled that Price Waterhouse was discriminating based on gender stereotypes (Fiske, Bersoff, Borgida, Deaux, & Heilman, 1991).

Gender stereotypes are easily and automatically activated, and they often lead to biased judgments (Fiske, 1998; Kunda & Spencer, 2003). A vivid illustration can be seen in the evaluation of men and women auditioning for symphony orchestras. In the 1970s and 1980s male-dominated symphony orchestras made one simple change: All applicants were asked to audition while hidden behind a screen. This small change greatly increased the proportion of women in symphony orchestras (Goldin &

Rouse, 2000). Merely seeing the applicant's sex evoked stereotype-based expectations in the judges' minds that resulted in a significant bias toward selecting men.

In leadership roles gender stereotypes are particularly damaging for women because agentic, as opposed to communal, tendencies often are indispensable (Chemers & Murphy, 1995). According to role congruity theory, the agentic qualities thought necessary in the leadership role are incompatible with the predominantly communal qualities stereotypically associated with women, thus resulting in prejudice against female leaders (Eagly & Karau, 2002). In addition to gender-based prejudice, women of color often face racial or ethnic prejudice (Bell & Nkomo, 2001).

In the leadership role women are confronted with cross-pressures: As leaders they are expected to be masculine and tough, but as women they should not be "too manly." The election of the current chancellor of Germany, Angela Merkel, brought these cross-pressures to the fore, with the press constantly focusing on both her toughness and her femininity. Indeed, in response to her perceived lack of femininity in conjunction with the media focus on her appearance, Chancellor Merkel drastically changed her appearance by wearing bright colors and adopting a new hairstyle. These opposing expectations for women result in the perception that women are less qualified for elite leadership positions than men and harsh evaluations of effective women leaders for not being "female enough."

This prejudice helps explain the numerous findings indicating less favorable attitudes toward female than male leaders, greater difficulty for women to attain top leadership roles, and greater difficulty for women to be viewed as effective in these roles (Eagly & Karau, 2002). These gender biases can be particularly detrimental in the decision-making processes for selecting elite leaders, given that the generally unstructured nature of those decisions allows biased decisions without accountability (Powell & Graves, 2003). Not only are the decision makers influenced by the stereotypes that disadvantage women in the leadership role, but they may also succumb to homosocial reproduction, a tendency for a group to reproduce itself in its own image (Kanter, 1977). People prefer similar others and report the most positive decisions about and evaluations of people who are most similar to them, biases that can clearly disadvantage women when male leaders are looking for replacements.

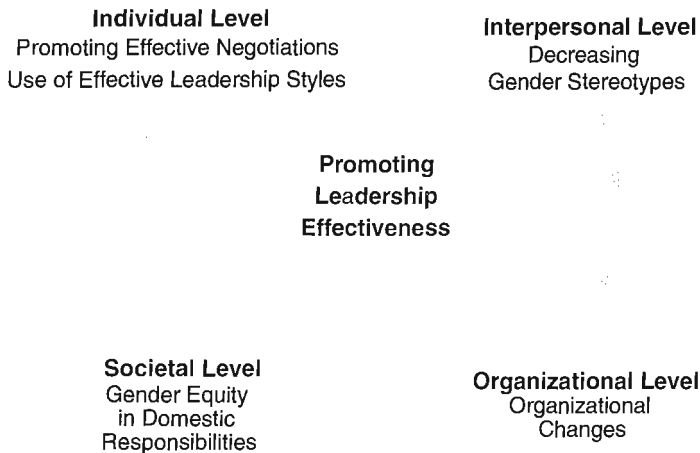
These stereotypic expectations not only affect others' perceptions and evaluations of women leaders but also can directly affect the women themselves. Women who make up a very small minority of a male-dominated

group are seen as tokens representing all women, and they experience significant pressure as their highly visible performance is scrutinized and they are perceived through gender-stereotyped lenses (Kanter, 1977). Token women often are very aware of their gender and the accompanying stereotypes (Sekaquaptewa & Thompson, 2003). Research shows that women respond in one of two ways to the gender-based leadership stereotype: Either they demonstrate vulnerability by assimilating to the stereotype, or they react against it by engaging in stereotype-countering behaviors. For example, research has shown that when stereotypes are subtly activated, women assimilate to them by being less likely to desire a leadership position or underperforming in negotiations; however, blatant stereotype activation results in a heightened desire to assume a leadership position or superior negotiation performance (Kray, Thompson, & Galinsky, 2001; Stoddard, Kliengklom, & Ben-Zeev, 2003). Similarly, women who are not confident in their leadership capabilities are more likely to assimilate to the stereotype, whereas more confident women are more likely to engage in stereotype reactance (Hoyt & Blascovich, 2006). Also, Davies, Spencer, and Steele (2005) found that whereas exposure to gender stereotypic commercials undermines women's leadership aspirations, telling women there are no gender differences in the leadership task eliminates this vulnerability. In sum, substantial empirical evidence reveals that gender stereotypes can significantly alter the perception and evaluation of female leaders and directly affect women in or aspiring to leadership roles.

Breaking the Glass Ceiling

Although the glass ceiling in political and business leadership clearly still exists, encouraging data suggest that we are on our way to cracking the glass. For example, since 1995 the number of Fortune 500 companies with no women directors has fallen nearly 50%, and those that have 25% or more women board directors increased nearly sixfold (Catalyst, 2006). Additionally, women have shown a marked increase in lower-level managerial and administrative positions that can funnel into higher leadership positions (Powell, 1999). On the political front, although there are only 14 women senators in America, 4 of them belong to three of the most populous states (California, Texas, and New York), and one of them, Hillary Rodham Clinton, is a serious contender for the 2008 U.S. presidential election. Furthermore, in a recent Gallup poll, 86% of Americans said they would vote for a qualified woman for president (Gallup, 2005).

A confluence of factors contributes to leadership effectiveness and the rise of female leaders (Figure 12.3). Changes in organizations are

Figure 12.3 Leadership Effectiveness

beginning to make it easier for women to reach top positions. The culture of many organizations is changing; gendered work assumptions such as the male model of work, the notion of uninterrupted full-time careers, and the separation of work and family are being challenged (Cooper & Lewis, 1999). Also, many organizations are valuing flexible workers and diversity in their top echelons. These organizations can augment women's career development by involving them in career development programs and formal networks and offering work-life support. Women need to attain more positions beyond the velvet ghetto and gain high-visibility assignments that will put them on the leadership track (Catalyst, 1996). Additionally, developing effective and supportive mentoring relationships has been identified as an important contemporary approach to career advancement and a key strategy for helping break through the glass ceiling (Bell & Nkomo, 2001; Enscher & Murphy, 2005; Ragins, Townsend, & Mattis, 1998).

Although the gendered division of labor contributes to the glass ceiling, there is recent evidence of increasing parity in the involvement of women and men in child care and housework (Eagly & Carli, 2004). In balancing work and home life, an appealing approach for women is structural role redefinition (Hall, 1972). This approach involves negotiating with both

family and colleagues to renegotiate role expectations both at work and at home. For example, at home women can negotiate workload between spouses, team up with friends and family members, and hire help when necessary (Bowles & McGinn, 2005). At work, women can work for family-friendly reforms such as job-protected maternity leaves. Beyond work-home issues, negotiations for valued positions, experiences, and resources are important social interactions on the road to top leadership positions. Thus, another approach to reducing the leadership gap is to enhance women's negotiation power and restructure negotiations to their advantage (Bowles & McGinn, 2005). For example, research has shown that the term *negotiation* is laden with gendered connotations for women, so one approach would be to train women to reframe negotiation situations in nongendered terms such as "asking" situations.

Women who are aware of the limit of the glass ceiling looming ahead may circumvent these barriers by starting their own ventures (Wirth, 2001). Among privately owned businesses, those owned by women are the fastest growing; this includes the number of women-owned firms, the revenues generated by them, and the number of people employed by them (Powell & Graves, 2003). By leaving organizations, these entrepreneurial women do contribute to the glass ceiling; however, to the extent that they become some of the most successful entrepreneurs, they will begin to change the face of business as we know it.

Many of the impediments women face in the leadership domain stem from the incongruity between the female gender role and the leadership role. Women face a double standard in the leadership role: They must come across as extremely competent but also be seen as appropriately "female," a set of standards men are not held to (Eagly & Carli, 2003). One way women can increase their perceived warmth and their influence is by combining communal qualities such as warmth and friendliness with agentic qualities such as exceptional competence and assertiveness (Carli, 2001; Rudman & Glick, 2001). Additionally, the transformational leadership style is particularly beneficial for women because it is not a markedly masculine style; it encompasses traditionally feminine behaviors such as being considerate and supportive, and, as discussed earlier, it is strongly associated with leadership effectiveness (Lowe et al., 1996). Because women engage in most transformational behaviors and contingent reward behaviors to a greater extent than men (Eagly et al., 2003), they probably will begin occupying and succeeding in a greater number of leadership positions in our society, helping to break down the think leader-think male stereotype. Additionally, the incongruity between the leadership role and the female

gender role appears to be decreasing (Eagly & Carli, 2003). Recent research indicates that women have become significantly more masculine, for example, becoming more assertive and valuing leadership and power more as job attributes, without losing their femininity (Konrad, Ritchie, Lieb, & Corrigan, 2000; Twenge, 2001). Also, some evidence suggests that the leadership role is starting to be seen as less masculine and more androgynous (Schein, 2001).

In sum, despite the glass ceiling, women are showing a greater presence in top leadership positions. With changes in organizations and the developmental opportunities for women within them; greater gender equity in domestic responsibilities; greater negotiation power of women, especially regarding the work-home balance; the effectiveness and predominance of women-owned businesses; and changes in the incongruity between women and leadership, we likely will see more women in elite leadership roles.

STRENGTHS

A consideration of the effects of gender on leadership has important implications for a comprehensive understanding of leadership. Contemporary approaches to gender and leadership involve questions that directly affect leadership success, such as style and effectiveness differences between men and women and the invisible barriers keeping women out of elite leadership positions. Gender is integral to contemporary notions of effective leadership styles that have morphed from a traditional masculine, autocratic style to the more feminine and androgynous styles of democratic and transformational leadership. Developing a more androgynous conception of leadership will enhance leadership effectiveness by giving people the opportunity to engage in the best leadership practices, as opposed to restricting behaviors to those that are most appropriate for their gender.

Research on gender and leadership is productive in both dispelling myths about the gender gap and shining a light on aspects of the gender barrier that are difficult to see and therefore are overlooked. For example, gender biases generally are no longer overt but more often take the form of subtle and implicit preconceptions and discrimination, making them particularly potent and pernicious. These biases have a detrimental impact on the perception and evaluation of women, they limit the range of leadership behavior deemed appropriate for women, and awareness of these biases can threaten women in the leadership role. The changes needed to overcome

these problems within organizations and society can occur only when we are aware of these often subtle and disguised prejudices.

Understanding the many components of the glass ceiling will give us the tools necessary to combat this inequality from many perspectives, including individual, interpersonal, organizational, and societal approaches. In addition, this research addresses larger, more significant considerations about gender and social systems. For example, it acknowledges the profound power division between men and women, and it opens up dialogue on structural questions such as the gendered division of work in society. By not ignoring issues of gender and leadership but rather avidly attempting to understand them, we can help ensure that women have equal opportunity in attaining influential leadership positions, that organizations and constituents have access to the greatest talent pool when selecting leaders, and that there is greater gender diversity in the ranks of leadership, which has been linked to organizational success.

CRITICISMS

Issues of gender and leadership can be subsumed under a more general topic of leadership and diversity. This perspective involves an understanding of the impact of various demographic characteristics, including (but not limited to) gender, race, and ethnicity, on leadership (Chemers & Murphy, 1995). Although many of the issues addressed in this chapter also affect racial and ethnic minority leaders, unlike the research examining gender and leadership, research into minority leaders is scant (Chemers, 1997). Although the issues surrounding minorities in leadership are similar to those surrounding women (e.g., minorities also face negative stereotypes and resulting difficulties ascending the leadership hierarchy), we cannot assume identical processes. Some researchers equate the impact of gender and racial stereotypes, but mounting evidence suggests that these stereotypes may have different effects (Gurin, 1985; Stangor, Lynch, Duan, & Glass, 1992). Also, assuming similar effects may mask important interactive effects between race and gender (Smith & Stewart, 1983). Therefore, leadership researchers should put a greater emphasis on understanding the role of race and ethnicity (and other types of diversity) in leadership processes; in addition to examining similarities in the impact of race or ethnicity and gender on leadership, they should also look for differences.

Much of the research examining gender differences in leadership and the glass ceiling has taken place in Western contexts; research into gender issues and leadership in other global regions is sparse. Because most of the findings regarding women leaders stem from the culturally defined role of women in society, many of the findings discussed in this chapter will not generalize well across cultures in which the roles of women differ. Therefore, we must realize the limited generalizability of the extant literature on gender and leadership, and researchers should expand their purview to address gender and leadership from a cross-cultural perspective. A final criticism concerns the dearth of essential, complementary research agendas. Research on gender and leadership focuses on decreasing the gender gap in leadership positions and thereby lessening gender segregation at work, but the leadership gap will not be closed without a concurrent focus on closing the gender gap at home.

APPLICATION

Although the gender gap in influential leadership positions remains clearly visible, there is evidence that this disparity is starting to erode. Understanding the obstacles that make up the glass ceiling and tactics to eradicate the inequality will make it easier for women to reach top positions. The glass ceiling is a multifaceted barrier, and the necessary changes occur at many levels, ranging from individual and interpersonal levels to organizational and societal levels. Prejudice plays an important role in the interpersonal and individual level, and the first step in dealing with these biases is to become aware of them in others and ourselves. Women are faced with the dilemma of needing to bolster their leadership competence with appropriate “femaleness,” and their continued use of transformational behaviors and contingent reward behaviors is a particularly effective way to overcome these biased expectations. In addition, women’s use of effective negotiation techniques can aid them in procuring the resources necessary at work and at home to augment their leadership advancement. Changes are also taking place at more macro-organizational and societal levels that will contribute to greater gender equality in leadership. For example, changes in organizational culture, women’s career development, mentoring opportunities for women, and increased numbers of women in strategic positions will increase the presence of women in prominent leadership roles. At the societal level, structural changes regarding a more equitable distribution of child rearing and domestic duties are also contributing to the influx of women in elite positions.

CASE STUDIES

In the following section, three case studies (Cases 12.1, 12.2, and 12.3) are presented to provide practice in diagnosing and making recommendations on situations confronting women leaders in organizations. The first case is about a market analyst in a Wall Street firm, the second case is about a meeting of probation managers, and the third case is about a senior managing director at a manufacturing company. After each case questions are provided to assist your analysis of the case. All cases were adapted from Blank and Slipp (1994).¹

Case 12.1

The Glass Ceiling

Lisa Weber never doubted that she would be a partner in her Wall Street firm. A graduate of a prestigious business school with a doctorate in economics, she taught briefly at a major university. She was the first woman hired as a market analyst in her well-regarded firm. Within 2 years she had become one of four senior portfolio managers reporting directly to a senior partner. Her clients give her the highest commendations for her outstanding performance, and over the past 2 years she has brought in the largest number of new accounts to the firm.

Despite the admiration of her colleagues and their seeming acceptance of her, there is a disturbing, if flattering, aspect to her job. Most of her peers and some of the partners visit her office during the day to discuss in private her opinions on market performance and financial projections. She enjoys these private sessions but is dismayed that at the weekly staff meetings the CEO, Michael Breyer, usually says something like, "Okay, let's get started and bring Lisa up to date on some of the trouble spots." None of her peers or the partners mention that Lisa knows as much as they do about what's going on in the firm. She never protests this slight to her competence and knowledge of firm business, nor does she mention the almost daily private meetings where her advice is sought. As the only woman on the executive level, she prefers to be considered a team player and one of the boys.

In the past year, one of her peers was promoted to partner, although Lisa's performance clearly surpassed his, as measured by the success of her accounts and the amount of new business she brought to the firm. Having heard no mention of partnership for herself, she approached her

boss, one of the partners, and asked about the path to a partnership. He replied, "You're doing great, Lisa, but professors do not partners make. What happens if you are a partner and you make a huge mistake? How would you take it? And what about our clients? There's never been a female partner in the 103 years of our firm."

Shortly thereafter, another woman, Pamela Tobias, was hired as a marketing analyst. Once, when the CEO saw Lisa and Pamela together, he called out to the men, "Hey, guys, two women in one room. That's scary."

In the next 6 months, Lisa meets several times with the CEO to make her case for a partnership on the basis of her performance. She finally realizes that there is no possibility of change in the foreseeable future and decides to leave and form her own investment firm.

Questions

1. What advancement barriers did Lisa encounter?
2. What should the firm's top executives, including Michael Breyer, have done differently to retain Lisa?
3. What type of organizational policies and opportunities might have benefited Lisa and Pamela?
4. What could the organization do to raise the gender consciousness of Michael Breyer and Lisa's male colleagues?



Case 12.2

Lack of Inclusion and Credibility

Lori Bradley, an experienced probation officer, is meeting with Ted Stolze and Ian Bateson, two other probation officers, and their supervisor, Len Duggan, the assistant chief of probation. They are planning an orientation session for new probation officers on how to prepare investigative reports for the court.

As Lori enters the room, the two other probation officers are throwing paper clips at each other and laughing about a major play in the previous

night's NFL championship game. They continue talking as she enters the room, ignoring her. When Len, the assistant chief, enters, the two men include him in their talk about the game.

After a few minutes, Len says, "Okay, let's get down to business and start planning the orientation session. Any ideas?"

Lori says, "I looked again at the session prepared by Columbia County, which was described at our last meeting, and I think we should use that. It worked well for them and seems to fit our county." No one looks at Lori or responds to her, but Ted begins making some suggestions for a different idea and the others follow up with questions to him. After problems arise with Ted's suggestion, Ian then says, "My idea would be to go for the Columbia County plan; that would work best here." Len, the assistant chief, says, "Ian, I'll go with your judgment." Ted says, "Me, too. Great idea, Ian."

Lori breaks in, "But that's what I proposed initially, and you just ignored me." Ian says, "Stop being so sensitive, Lori. We're supposed to be a team here."

Questions

1. What advancement barriers is Lori encountering?
2. What should Lori's male coworkers have done when Lori entered the room?
3. How should Len Duggan have behaved to provide a role model for Lori's male colleagues? What should Len have said after Ian made the same recommendation that Lori did?
4. What could the organization do to foster the effectiveness of all four managers?



Case 12.3

Pregnancy as a Barrier to Job Status

Marina Soslow is a senior managing director at a manufacturing company. She has worked at the company for 10 years, gradually working her way up to a responsible position. She would like to win promotion to a top executive position and has recently finished an M.B.A., which supplements her master's degree in chemical engineering.

Several months ago, she found out she was pregnant. She is reluctant to tell her boss, Roy Bond, the division head, because she knows several other women who were eased out of their positions before they gave birth or shortly thereafter.

After a meeting with Roy about a new product, Marina mentions her pregnancy and says that she plans to take a 3-month leave of absence after her delivery. She begins describing the plans she has carefully worked out for distributing her work. Roy cuts her short and says, "I knew this was going to happen sooner or later; it always does." He said this as if a disaster were about to occur. "There's no point in talking about this now. We'll think about it later."

Marina can tell that he's very annoyed about what he thinks is going to happen; she can see his wheels spinning and worries about the implications for her. She thinks, "Doesn't Roy know about the Family and Medical Leave Act of 1993? Legally, this company has to guarantee my job, but I know he can make it very rough for me."

Questions

1. What advancement barriers is Marina encountering?
2. What should Roy have said when Marina told him she was pregnant?
3. What could Roy do to ensure that Marina's work will be covered during her absence and that taking this time of will not hurt her advancement?
4. What type of organizational changes can be made to benefit Marina and other pregnant women in this organization?



LEADERSHIP INSTRUMENT

The Implicit Association Test (IAT) was developed by Anthony Greenwald, Mahzarin Banaji, and Brian Nosek to measure automatic associations by examining reaction times when people classify pictures or words (see Greenwald, McGhee, & Schwartz, 1998). This gender IAT was modified from a version developed by Dasgupta and Asgari (2004) to examine the gender stereotypical associations that contribute to the bias against women as leaders (Eagly & Karau, 2002).

THE GENDER–LEADER IMPLICIT ASSOCIATION TEST

Instructions: This exercise begins with a practice trial. Using a pencil, classify each of the words in the middle column into one of the two categories indicated, *Flower* or *Insect*, by putting a check mark in the column to the left or the right. Please do this task as quickly as possible, taking care not to skip over any words.

Practice Trial

| <i>Flower</i> | | <i>Insect</i> |
|---------------|-----------|---------------|
| 0 | Rose | 0 |
| 0 | Lily | 0 |
| 0 | Dragonfly | 0 |
| 0 | Beetle | 0 |
| 0 | Gnat | 0 |
| 0 | Daffodil | 0 |
| 0 | Mosquito | 0 |
| 0 | Daisy | 0 |
| 0 | Roach | 0 |
| 0 | Tulip | 0 |

You will now complete the two test trials; you will need a stopwatch for this portion of the test. For these test trials the categories are *Male* or *Female* and *Leader* or *Supporter*, and the categories will be combined. If the word you read belongs to the *Male* or the *Leader* category, put a check in the left column; if it belongs to the *Female* or the *Supporter* category, put a check in the right column. This time you will record how long it takes you to complete this task by starting your stopwatch when you begin and stopping it after you make your final classification. Remember to work as quickly as possible, without skipping any words.

Test Trial A

| <i>Male or Leader</i> | | <i>Female or Supporter</i> |
|-----------------------|---------------|----------------------------|
| 0 | Emily | 0 |
| 0 | Josh | 0 |
| 0 | Supporter | 0 |
| 0 | Leader | 0 |
| 0 | Brandon | 0 |
| 0 | Ambitious | 0 |
| 0 | Peter | 0 |
| 0 | Determined | 0 |
| 0 | Donna | 0 |
| 0 | Debbie | 0 |
| 0 | Helpful | 0 |
| 0 | Dynamic | 0 |
| 0 | Understanding | 0 |
| 0 | Katherine | 0 |
| 0 | Ian | 0 |
| 0 | Sympathetic | 0 |
| 0 | Compassionate | 0 |
| 0 | Jane | 0 |
| 0 | Andrew | 0 |
| 0 | Assertive | 0 |

Time to complete Test Trial A: _____

You will do this same task a second time, but this time the combination of categories has been switched. If the word you read belongs to the *Male* or the *Supporter* category, put a check in the left column; if it belongs to the *Female* or the *Leader* category, put a check in the right column. Again, use your stopwatch to time how long it takes you to complete the task.

Test Trial B

| <i>Male or Supporter</i> | | <i>Female or Leader</i> |
|------------------------------|---------------|-----------------------------|
| 0 | Supporter | 0 |
| 0 | Emily | 0 |
| 0 | Josh | 0 |
| 0 | Leader | 0 |
| 0 | Ambitious | 0 |
| 0 | Brandon | 0 |
| 0 | Peter | 0 |
| 0 | Donna | 0 |
| 0 | Helpful | 0 |
| 0 | Determined | 0 |
| 0 | Dynamic | 0 |
| 0 | Assertive | 0 |
| 0 | Debbie | 0 |
| 0 | Katherine | 0 |
| 0 | Understanding | 0 |
| 0 | Ian | 0 |
| 0 | Sympathetic | 0 |
| 0 | Andrew | 0 |
| 0 | Compassionate | 0 |
| 0 | Jane | 0 |

Time to complete Test Trial B: _____

Scoring

The logic behind the IAT is that the longer it takes to categorize the words when the categories have counterstereotypical pairings (i.e., *Female* and *Leader*, *Male* and *Supporter*) compared with stereotypical pairings, the more one automatically associates women with supportive qualities as opposed to leadership qualities.

The gender bias effect is computed by subtracting the time it took to complete Trial A (the stereotype congruent task) from the time to complete Trial B (the stereotype incongruent task). Positive scores reflect automatic associations between *Female* and *Supportive* and between *Male* and *Leadership*. Many people are surprised to find out that they have a biased association favoring males and leadership, especially when it is incompatible with their stated egalitarian values. This test is designed to show people that they might hold associations that they are unaware of and to make people aware of the broad reach of these stereotypes. Please see the IAT Web site at Harvard University (<https://implicit.harvard.edu>) for more information on the IAT and a more detailed understanding of the results.



SUMMARY

Beginning in the 1970s researchers started investigating gender differences in leadership. Investigations into leadership style have revealed that women are somewhat more likely to use democratic and transformational styles than men. Research looking at leadership effectiveness indicates a slight disadvantage for women in masculine domains, a slight effectiveness advantage for women in feminine domains, and a greater use by women of effective transformational and contingent reward behaviors.

Women are significantly underrepresented in major leadership positions. The invisible barrier keeping women out of elite leadership positions has been dubbed the glass ceiling. Removing the glass ceiling will help ensure equal opportunity, access to the greatest talent pool, and diversity, which has been linked to corporate financial success. There are a number of explanations for the glass ceiling. One set of explanations focuses on women's lack of human capital investment in education, training, and

work experience. There is no empirical support for the argument that women are less educated than men or that they are more likely to quit their jobs or choose the “mommy track.” There is evidence that women assume significantly more domestic responsibility, which contributes to less work experience and more career interruptions. Additionally, women receive less formal training and have fewer developmental opportunities at work than men.

Another set of explanations for the gender gap focuses on differences between women and men. Women are no less effective at leadership, committed to their work, or motivated to attain leadership roles than men. However, women are less likely to self-promote than men, and they are less likely to initiate negotiation, an important tool women leaders need in order to access the right opportunities and resources both in the professional and domestic spheres. Finally, although there are some psychological differences between men and women, such as men being slightly more assertive, there is no clear evidence that these are innate differences, and it is not clear how important these differences are to effective leadership.

The prejudice explanation for the glass ceiling is strongly supported. Gender stereotypes of women as communal and men as agentic are particularly damaging to women in leadership. The incongruity between the female gender role and the leadership role leads to prejudice against women leaders, who are evaluated and perceived more negatively than their male counterparts. These biases are particularly detrimental during unstructured decision-making processes that often occur when elite leaders are selected. The leader—think male stereotype can affect women leaders by threatening them or eliciting a reactance response. There is some evidence that this discrepancy is on the decline as the leader role becomes more androgynous and women become more agentic.

Finally, there are a number of approaches to breaking the glass ceiling. Changes in organizations are beginning to make it easier for women to reach top positions, such as changes in organizational culture, increases in career development for women, increases in effective mentoring opportunities, and women taking more strategic positions leading to higher leadership roles. Effective negotiations will help decrease the gender gap, especially negotiations regarding role expectations at work and at home. Additionally, the combination of warmth with agentic qualities and the use of transformational behaviors can be effective for women leaders.

NOTE

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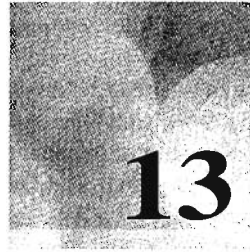
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Culture and Leadership



DESCRIPTION

As the title suggests, this chapter is about culture *and* leadership. Like the previous chapter, this one is multifaceted and focuses on a collection of related ideas rather than a single unified theory. Because there are no established theories of cultural leadership, our discussion in this chapter will focus on research that describes culture, its dimensions, and the effects of culture on the leadership process.

Since World War II, globalization has been advancing throughout the world. Globalization is the increased interdependence (economic, social, technical, and political) between nations. People are becoming more interconnected. There is more international trade, cultural exchange, and use of worldwide telecommunication systems. In the last 10 years, our schools, organizations, and communities have become far more global than in the past. Increased globalization has created many challenges, including the need to design effective multinational organizations, to identify and select appropriate leaders for these entities, and to manage organizations with culturally diverse employees (House & Javidan, 2004). Globalization has created a need to understand how cultural differences affect leadership performance.

Globalization has also created the need for leaders to become competent in cross-cultural awareness and practice. Adler and Bartholomew (1992) contend that global leaders need to develop five cross-cultural competencies. First, leaders need to understand business, political, and cultural environments worldwide. Second, they need to learn the perspectives, tastes, trends, and technologies of many other cultures. Third, they need to be able to work simultaneously with people from many cultures. Fourth, leaders must be able to adapt to living and communicating in other cultures. Fifth, they need to learn to relate to people from other cultures from a position of equality rather than cultural superiority (p. 53). Additionally, Ting-Toomey (1999) believes that global leaders need to be skilled in creating transcultural visions. They need to develop communication competencies that will enable them to articulate and implement their vision in a diverse workplace. In sum, today's leaders need to acquire a challenging set of competencies if they intend to be effective in present-day global societies.

This chapter is devoted to a discussion of how culture influences the leadership process. The chapter begins by defining culture and describing two concepts related to our understanding of culture. Next, we describe dimensions of culture, clusters of world cultures, and the characteristics of these clusters. We then learn how leadership varies across cultures and which specific leadership attributes cultures universally endorse as desirable and undesirable. Finally, we discuss the strengths and weaknesses of this body of research.

CULTURE DEFINED

Anthropologists, sociologists, and many others have debated the meaning of the word *culture*. Because it is an abstract term, it is hard to define, and different people often define it in dissimilar ways. For our purposes, *culture* is defined as the learned beliefs, values, rules, norms, symbols, and traditions that are common to a group of people. It is these *shared* qualities of a group that make them unique. Culture is dynamic and transmitted to others. In short, culture is the way of life, customs, and script of a group of people (Gudykunst & Ting-Toomey, 1988).

Related to culture are the terms *multicultural* and *diversity*. *Multicultural* implies an approach or system that takes more than one culture into account. It refers to the existence of multiple cultures such as African, American, Asian, European, and Middle Eastern. *Multicultural* can also

refer to a set of subcultures defined by race, gender, ethnicity, sexual orientation, and age. *Diversity* refers to the existence of different cultures or ethnicities within a group or organization. Throughout this chapter we will be addressing issues related to leadership and multiculturalism.

RELATED CONCEPTS

Before beginning our discussion of the various facets of culture, this section describes two concepts that are closely related to culture and leadership: ethnocentrism and prejudice. Both of these tendencies can have an impact on how leaders influence others.

Ethnocentrism

As the word suggests, *ethnocentrism* is the tendency for individuals to place their own group (ethnic, racial, or cultural) at the center of their observations of others and the world. People tend to give priority and value to their own beliefs, attitudes, and values, over and above those of other groups. Ethnocentrism is the perception that one's own culture is better or more natural than the culture of others. It may include the failure to recognize the unique perspectives of others. Ethnocentrism is a universal tendency, and each of us is ethnocentric to some degree.

Ethnocentrism is like a perceptual window through which people from one culture make subjective or critical evaluations of people from another culture (Porter & Samovar, 1997). For example, some people think that the democratic principles of the United States are superior to the political beliefs of other cultures, and they often fail to understand the complexities of these cultures. Ethnocentrism accounts for our tendency to think our own cultural values and ways of doing things are right and natural (Gudykunst & Kim, 1997).

Ethnocentrism can be a major obstacle to effective leadership because it prevents people from fully understanding or respecting the world of others. For example, if one person's culture values individual achievement, it may be difficult for that person to understand another person whose culture emphasizes collectivity (i.e., people working together as a whole). Similarly, if one person believes strongly in respecting authority, he or she may find it difficult to understand a person who challenges authority or

does not easily defer to authority figures. The more ethnocentric we are, the less open or tolerant we are of other people's cultural traditions or practices.

A skilled leader cannot avoid issues related to ethnocentrism. While recognizing his or her own ethnocentrism, a leader also needs to understand and to a degree tolerate the ethnocentrism of others. In reality, it is a balancing act for leaders. On one hand, they need to promote and be confident in their own ways of doing things, but at the same time they need to be sensitive to the legitimacy of the ways of other cultures. Skilled leaders are able to negotiate the fine line between trying to overcome ethnocentrism and knowing when to remain grounded in their own cultural values.

Prejudice

Closely related to ethnocentrism is prejudice. *Prejudice* is a largely fixed attitude, belief, or emotion held by an individual about another individual or group that is based on faulty or unsubstantiated data. It refers to judgments about others based on previous decisions or experiences. Prejudice involves inflexible generalizations that are resistant to change or evidence to the contrary (Ponterotto & Pedersen, 1993). Prejudice often is thought of in the context of race (e.g., European American versus African American), but it also applies in areas such as sexism, ageism, homophobia, and other independent prejudices. Although prejudice can be positive (e.g., thinking highly of another culture without sufficient evidence), it is usually negative.

As with ethnocentrism, we all hold prejudices to some degree. Sometimes our prejudices allow us to keep our partially fixed attitudes undisturbed and constant. In addition, prejudice can reduce our anxiety because it gives us a familiar way to structure our observations of others. One of the main problems with prejudice is that it is self-oriented rather than other-oriented. It helps us to achieve balance for ourselves at the expense of others. Moreover, attitudes of prejudice inhibit understanding by creating a screen that filters and limits our ability to see multiple aspects and qualities of other people. Prejudice often shows itself in crude or demeaning comments that people make about others. Both ethnocentrism and prejudice interfere with our ability to understand and appreciate the human experience of others.

In addition to fighting their own prejudice, leaders also face the challenge of dealing with the prejudice of followers. These prejudices can be toward the leader or the leader's culture. Furthermore, it is not uncommon

for the leader to face followers who represent culturally different groups, and these groups have their own prejudices toward each other. A skilled leader needs to find ways to negotiate with followers from various cultural backgrounds.

DIMENSIONS OF CULTURE

Culture has been the focus of many studies across a variety of disciplines. In the past 30 years, a substantial number of studies have focused specifically on ways to identify and classify the various *dimensions* of culture. Determining the basic dimensions or characteristics of different cultures is the first step in being able to understand the relationships between them.

Several well-known studies have addressed the question of how to characterize cultures. For example, Hall (1976) reported that a primary characteristic of cultures is the degree to which they are focused on the individual (individualistic cultures) or on the group (collectivistic cultures). Taking a different approach, Trompenaars (1994) surveyed more than 15,000 people in 47 different countries and determined that organizational cultures could be classified effectively into two dimensions: egalitarian versus hierarchical and person versus task orientation. The egalitarian–hierarchical dimension refers to the degree to which cultures exhibit shared power as opposed to hierarchical power. Person–task orientation refers to the extent to which cultures emphasize human interaction as opposed to focusing on tasks to accomplish.

Of all the research on *dimensions of culture*, perhaps the most referenced is the research of Hofstede (1980, 2001). Based on an analysis of questionnaires obtained from more than 100,000 respondents in more than 50 countries, Hofstede identified five major dimensions on which cultures differ: power distance, uncertainty avoidance, individualism–collectivism, masculinity–femininity, and long-term–short-term orientation. Hofstede’s work has been the benchmark for much of the research on world cultures.

In the specific area of *culture and leadership*, the studies by House et al. (2004) offer the strongest body of findings to date, published in the 800-page *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. These studies are called the GLOBE studies, named for the Global Leadership and Organizational Behavior Effectiveness research program. The GLOBE studies have generated a very large number of findings on the relationship between culture and leadership.

The GLOBE research program, which was initiated by Robert House in 1991, is an ongoing program that has involved more than 160 investigators. The primary purpose of the project is to increase our understanding of cross-cultural interactions and the impact of culture on leadership effectiveness. GLOBE researchers have used quantitative methods to study the responses of 17,000 managers in more than 950 organizations representing 62 different cultures throughout the world. GLOBE researchers have collected data in a variety of ways including questionnaires, interviews, focus groups, and content analysis of printed media. The findings of the GLOBE studies will be provided in more detail throughout this chapter.

As a part of their study of culture and leadership, GLOBE researchers developed their own classification of cultural dimensions. Based on their own research and the work of others (e.g., Hofstede, 1980, 2001; Kluckhohn & Strodtbeck, 1961; McClelland, 1961; Triandis, 1995), GLOBE researchers identified nine cultural dimensions: *uncertainty avoidance*, *power distance*, *institutional collectivism*, *in-group collectivism*, *gender egalitarianism*, *assertiveness*, *future orientation*, *performance orientation*, and *humane orientation*. In the following section, each of the dimensions is described.

Uncertainty Avoidance

This dimension refers to the extent to which a society, organization, or group relies on established social norms, rituals, and procedures to avoid uncertainty. Uncertainty avoidance is concerned with the way cultures use rules, structures, and laws to make things predictable and less uncertain.

Power Distance

This dimension refers to the degree to which members of a group expect and agree that power should be shared unequally. Power distance is concerned with the way cultures are stratified, thus creating levels between people based on power, authority, prestige, status, wealth, and material possessions.

Institutional Collectivism

This dimension describes the degree to which an organization or society encourages institutional or societal collective action. Institutional

collectivism is concerned with whether cultures identify with broader societal interests rather than individual goals and accomplishments.

In-Group Collectivism

This dimension refers to the degree to which people express pride, loyalty, and cohesiveness in their organizations or families. In-group collectivism is concerned with the extent to which people are devoted to their organizations or families.

Gender Egalitarianism

This dimension measures the degree to which an organization or society minimizes gender role differences and promotes gender equality. Gender egalitarianism is concerned with how much societies de-emphasize members' biological sex in determining the roles that members play in their homes, organizations, and communities.

Assertiveness

This dimension refers to the degree to which people in a culture are determined, assertive, confrontational, and aggressive in their social relationships. Assertiveness is concerned with how much a culture or society encourages people to be forceful, aggressive, and tough, as opposed to timid, submissive, and tender in social relationships.

Future Orientation

This concept refers to the extent to which people engage in future-oriented behaviors such as planning, investing in the future, and delaying gratification. Future orientation emphasizes that people in a culture prepare for the future as opposed to enjoying the present and being spontaneous.

Performance Orientation

This dimension describes the extent to which an organization or society encourages and rewards group members for improved performance and

excellence. Performance orientation is concerned with whether people in a culture are rewarded for setting challenging goals and meeting them.

Humane Orientation

The ninth dimension refers to the degree to which a culture encourages and rewards people for being fair, altruistic, generous, caring, and kind to others. Humane orientation is concerned with how much a society or organization emphasizes sensitivity to others, social support, and community values.

GLOBE researchers used these nine cultural dimensions to analyze the attributes of the 62 different countries in the study. These cultural dimensions formed the basis for studying how the countries varied in their approach to leadership.

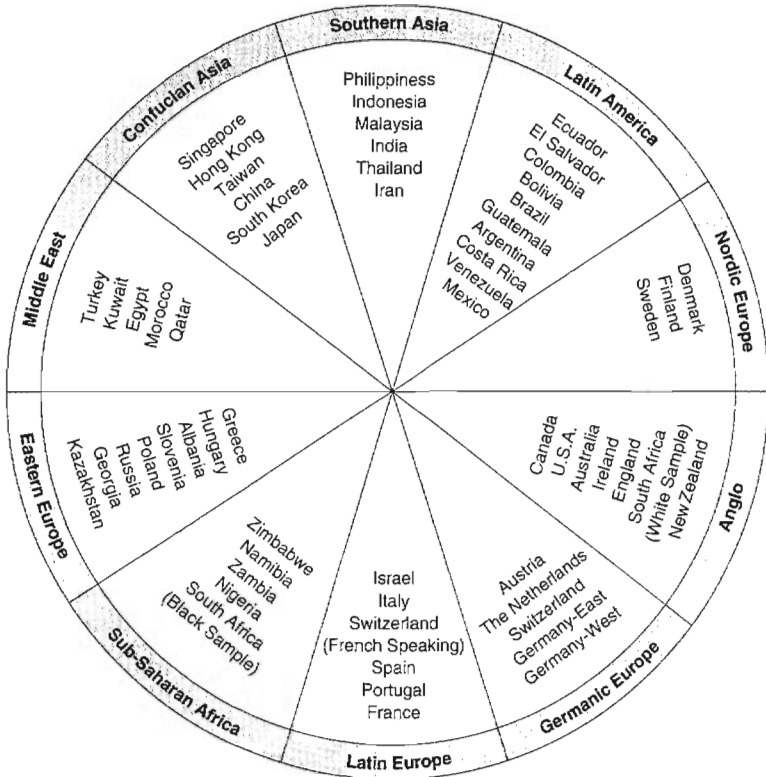
CLUSTERS OF WORLD CULTURES

GLOBE researchers divided the data from the 62 countries they studied into regional clusters.¹ These clusters provided a convenient way to analyze the similarities and differences between cultural groups (clusters) and to make meaningful generalizations about culture and leadership.

To create regional clusters, GLOBE researchers used prior research (e.g., Ronen & Shenkar, 1985), common language, geography, religion, and historical accounts. Based on these factors, they grouped countries into 10 distinct clusters: *Anglo*, *Latin Europe*, *Nordic Europe*, *Germanic Europe*, *Eastern Europe*, *Latin America*, *Middle East*, *Sub-Saharan Africa*, *Southern Asia*, and *Confucian Asia* (Figure 13.1). These 10 regional clusters were the groupings that were used in all of the GLOBE studies.

To test whether the clusters, or groups of countries, were valid, researchers did a statistical analysis of questionnaire data collected from individuals in each of the clusters. Their results indicated that the scores of respondents *within a cluster* correlated with one another but were unrelated to the scores of respondents *in different clusters*. From these findings they concluded that each cluster was unique. In sum, these regional clusters represented a valid and reliable way to differentiate countries of the world into 10 distinct groups.

Figure 13.1 Country Clusters According to GLOBE



SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

CHARACTERISTICS OF CLUSTERS

In an effort to characterize the regional clusters, GLOBE researchers analyzed data from each of the regions using the dimensions of culture described earlier. Table 13.1 provides a classification of the cultural clusters in regard to how they scored on each cultural dimension. In the table, the nine cultural dimensions are listed in the left-hand column, and the

high-score and low-score regional clusters are provided in the next two columns. These are the regional clusters that were significantly higher or lower on particular dimensions than other regions. From these data, several observations can be made about the characteristics of these regional cultures.

Anglo

The Anglo cluster consists of Canada, the United States, Australia, Ireland, England, South Africa (white sample), and New Zealand. These countries were *high* in performance orientation and *low* in in-group collectivism. This means it is characteristic of these countries to be competitive and result-oriented but less attached to their families or similar groups than other countries.

Confucian Asia

This cluster, which includes Singapore, Hong Kong, Taiwan, China, South Korea, and Japan, exhibited *high* scores in performance orientation, institutional collectivism, and in-group collectivism. These countries are result-driven, and they encourage the group working together over individual goals. People in these countries are devoted and loyal to their families.

Eastern Europe

Included in this cluster are Greece, Hungary, Albania, Slovenia, Poland, Russia, Georgia, and Kazakhstan. These countries scored *high* on assertiveness, in-group collectivism, and gender egalitarianism. They scored *low* on performance orientation, future orientation, and uncertainty avoidance. People in this cluster tend to be forceful and supportive of their coworkers and to treat women with greater equality. They are less likely to be achievement driven, to emphasize strategic planning, and to stress rules and laws as a way to maintain order.

Germanic Europe

The Germanic Europe countries, which include Austria, The Netherlands, Switzerland, and Germany, were *high* in performance orientation, assertiveness, future orientation, and uncertainty avoidance. They were *low* in humane orientation, institutional collectivism, and in-group collectivism. These countries value competition and aggressiveness and are more result-oriented than people-oriented. They enjoy planning and

Table 13.1 *Cultural Clusters Classified on Cultural Dimensions*

| CULTURAL DIMENSION | HIGH-SCORE CLUSTERS | LOW-SCORE CLUSTERS |
|-----------------------------------|---|--|
| Assertiveness Orientation | Eastern Europe Germanic Europe | Nordic Europe |
| Future Orientation | Germanic Europe Nordic Europe | Eastern Europe Latin America Middle East |
| Gender Egalitarianism | Eastern Europe Nordic Europe | Middle East |
| Humane Orientation | Southern Asia Sub-Saharan Africa | Germanic Europe Latin Europe |
| In-Group Collectivism | Confucian Asia Eastern Europe Latin America Middle East Southern Asia | Anglo Germanic Europe Nordic Europe |
| Institutional Collectivism | Nordic Europe Confucian Asia | Germanic Europe Latin America Latin Europe |
| Performance Orientation | Anglo Confucian Asia Germanic Europe | Eastern Europe Latin America |
| Power Distance | No clusters | Nordic Europe |
| Uncertainty Avoidance | Germanic Europe Nordic Europe | Eastern Europe Latin America Middle East |

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

investing in the future and using rules and laws to give them control over their environment. At the same time, these countries are more likely to be individualistic and less group oriented. They tend not to emphasize broad societal groups.

Latin America

The Latin America cluster is made up of Ecuador, El Salvador, Colombia, Bolivia, Brazil, Guatemala, Argentina, Costa Rica, Venezuela, and Mexico. People in these countries scored *high* on in-group collectivism and *low* on performance orientation, future orientation, institutional collectivism, and uncertainty avoidance. People in these countries tend to be loyal and devoted to their families and similar groups but less interested in overall institutional and societal groups.

Latin Europe

Comprised of France, Portugal, Spain, Switzerland (French speaking), Italy, and Israel, the Latin Europe cluster exhibited *more moderate* and *fewer high scores* on any of the cultural dimensions, but they scored *low* on humane orientation and institutional collectivism. It is characteristic of these countries to value individual autonomy and to place less value on the greater societal collective. Individuals are encouraged to watch out for themselves and to pursue individual goals rather than societal goals.

Middle East

This cluster was made up of Qatar, Morocco, Egypt, Kuwait, and Turkey. These countries scored *high* on in-group collectivism and *low* on future orientation, gender egalitarianism, and uncertainty avoidance. People in these countries tend to show great pride in their families and organizations. They are devoted and loyal to their own people. Furthermore, it is common for these countries to treat people of different genders in distinctly different ways. Women often are afforded less status than men, and fewer women are in positions of authority than men. In the Middle East, orderliness and consistency are not stressed, and people do not place heavy reliance on policies and procedures. There is a tendency to focus on current issues as opposed to attempting to control the future.

Nordic Europe

The Nordic Europe cluster, which includes Denmark, Finland, and Sweden, exhibited several distinctive characteristics. This cluster scored *high* on future orientation, gender egalitarianism, institutional collectivism, and uncertainty avoidance, and *low* on assertiveness, in-group collectivism, and power distance. The Nordic people place a high priority on long-term

success. Women are treated with greater equality. The Nordic people identify with the broader society and far less with family groups. In Nordic Europe, rules, orderliness, and consistency are stressed. Assertiveness is downplayed in favor of modesty and tenderness, and power is shared equally among people at all levels of society. Cooperation and societal level group identity are highly valued by the Nordic people.

Southern Asia

The Philippines, Indonesia, Malaysia, India, and Thailand form the Southern Asia cluster. These countries exhibited *high* scores on humane orientation and in-group collectivism. Southern Asia could be characterized as countries that demonstrate strong family loyalty and deep concern for their communities.

Sub-Saharan Africa

The Sub-Saharan Africa cluster consisted of Zimbabwe, Namibia, Zambia, Nigeria, and South Africa (Black sample). These countries expressed *high* scores on humane orientation. In Sub-Saharan Africa, people generally are very concerned and sensitive to others. Concern for family and friends is more important than concern for self.

LEADERSHIP BEHAVIOR AND CULTURE CLUSTERS

The overall purpose of the GLOBE project was to determine how people from different cultures viewed leadership. In addition, researchers wanted to determine the ways in which cultural characteristics were related to culturally endorsed leadership behaviors. In short, they wanted to find out how differences in cultures were related to differences in approaches to leadership.

The conceptualization of leadership used by GLOBE researchers was derived in part from the work of Lord and Maher (1991) on implicit leadership theory. According to implicit leadership theory, individuals have implicit beliefs and convictions about the attributes and beliefs that distinguish leaders from nonleaders and effective leaders from ineffective leaders. From the perspective of this theory, leadership is in the eye of the beholder (Dorfman, Hanges, & Brodbeck, 2004). Leadership refers to what people see in others when they are exhibiting leadership behaviors.

To describe how different cultures view leadership behaviors in others, GLOBE researchers identified six global leadership behaviors: charismatic/value based, team oriented, participative, humane oriented, autonomous, and self-protective (House & Javidan, 2004). These global leadership behaviors were defined in these studies as follows:

Charismatic/value-based leadership reflects the ability to inspire, to motivate, and to expect high performance from others based on strongly held core values. This kind of leadership includes being visionary, inspirational, self-sacrificing, trustworthy, decisive, and performance oriented.

Team-oriented leadership emphasizes team building and a common purpose among team members. This kind of leadership includes being collaborative, integrative, diplomatic, nonmalevolent, and administratively competent.

Participative leadership reflects the degree to which leaders involve others in making and implementing decisions. It includes being participative and nonautocratic.

Humane-oriented leadership emphasizes being supportive, considerate, compassionate, and generous. This type of leadership includes modesty and sensitivity to people.

Autonomous leadership refers to independent and individualistic leadership, which includes being autonomous and unique.

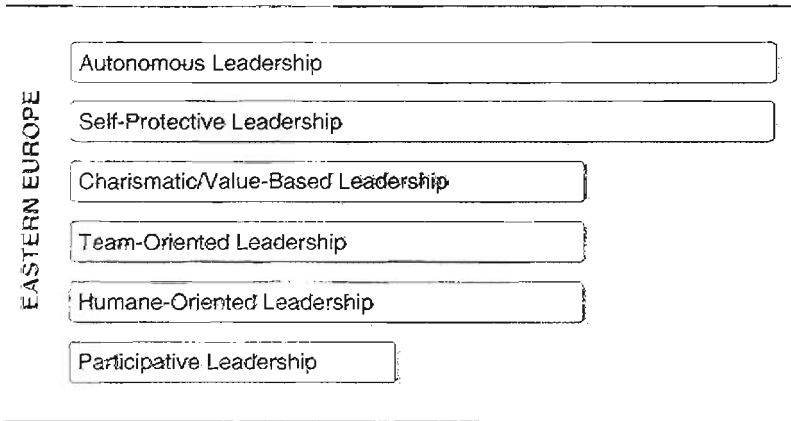
Self-protective leadership reflects behaviors that ensure the safety and security of the leader and the group. It includes leadership that is self-centered, status conscious, conflict inducing, face saving, and procedural.

These six global leadership behaviors emerged from the GLOBE research and were used to assess the different ways in which various cultural clusters viewed leadership. From this analysis they were able to identify a leadership profile for each cluster. Each profile describes the relative importance and desirability that different cultures ascribe to different leadership behaviors. The leadership profiles for each of the 10 culture clusters follow.

Eastern Europe Leadership Profile

For the Eastern European countries, an ideal example of a leader would be a person who was first and foremost independent while maintaining a strong interest in protecting his or her position as a leader (Figure 13.2). In addition, the leader would be moderately charismatic/value-based.

Figure 13.2 Culture Clusters and Desired Leadership Behaviors: Eastern Europe



SOURCE: Adapted from House, et al. (2004).

team-oriented, and people-oriented yet largely uninterested in involving others in the decision-making process. To sum up, this culture describes a leader as one who is highly autonomous, makes decisions independently, and is to a certain degree inspiring, team-oriented, and attentive to human needs.

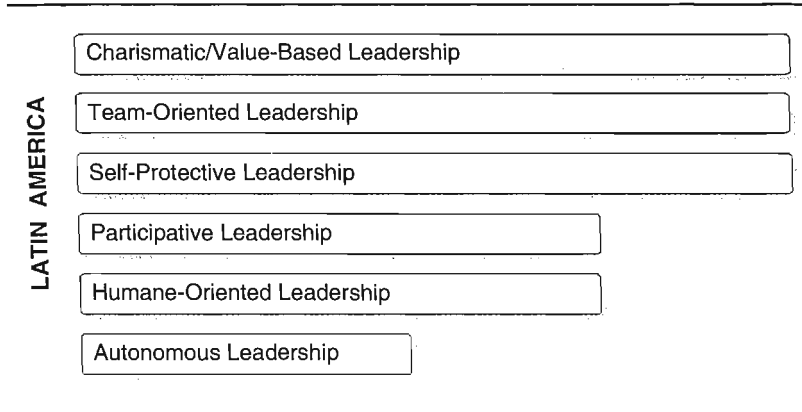
Latin America Leadership Profile

Quite different from the Eastern European countries, the Latin American countries place the most importance on team-oriented, charismatic/value-based, and self-protective leadership and the least importance on autonomous leadership (Figure 13.3). In addition, this cluster is moderately interested in leadership that is participative and people-oriented. The profile for the Latin America cluster is of a leader who is charismatic/value-based but somewhat self-serving, collaborative, and inspiring. These leaders tend to be moderately interested in people and their participation in decision making.

Latin Europe Leadership Profile

The Latin Europe cluster values leadership that is charismatic/value-based, team-oriented, participative, and self-protective (Figure 13.4). Independent leadership and the human side of leadership are downplayed in this cluster. In short, the profile of the Latin Europe cluster centers on

Figure 13.3 *Culture Clusters and Desired Leadership Behaviors: Latin America*



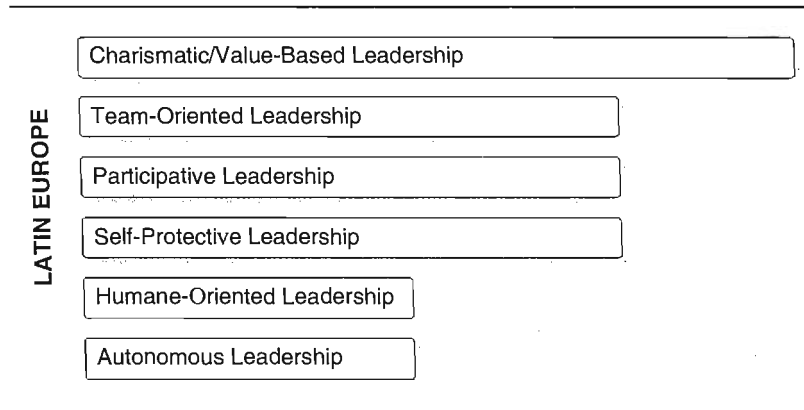
SOURCE: Adapted from House, et al. (2004).

leadership that is inspiring, collaborative, participative, and self-oriented, but at the same time not highly compassionate.

Confucian Asia Leadership Profile

The leadership profile of the Confucian Asia countries describes a leader who is protective of his or her own leadership, team-oriented, and

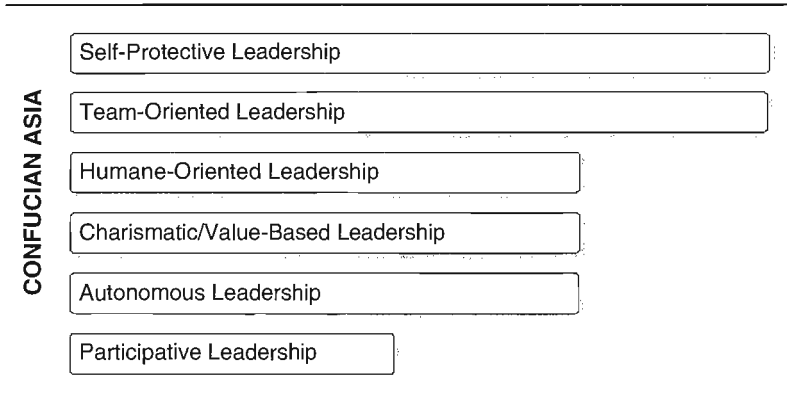
Figure 13.4 *Culture Clusters and Desired Leadership Behaviors: Latin Europe*



SOURCE: Adapted from House, et al. (2004).

people-oriented (Figure 13.5). Though independent and to some extent inspiring, this type of leader typically does not invite others to be involved in goal setting or decision making. In sum, the Confucian Asia profile describes a leader who works and cares about others but who uses status and position to make independent decisions without the input of others.

Figure 13.5 *Culture Clusters and Desired Leadership Behaviors: Confucian Asia*



SOURCE: Adapted from House, et al. (2004).

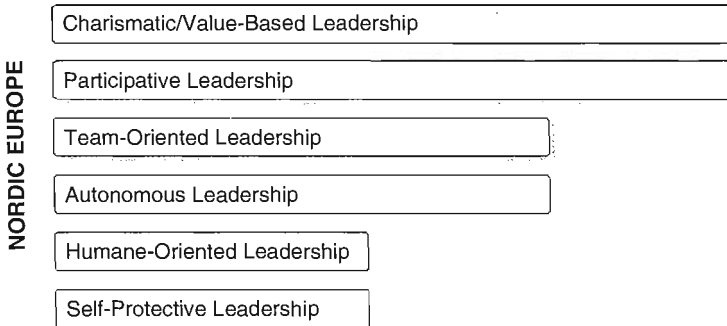
Nordic Europe Leadership Profile

An ideal example of leadership for the Nordic European countries is leadership that is highly visionary and participative while being somewhat independent and diplomatic (Figure 13.6). For these countries, it is of less importance that their leaders be people oriented or protective of their office. Nordic Europeans prefer leaders who are inspiring and involve others in decision making. They do not expect their leaders to be exceedingly compassionate, nor do they expect them to be concerned with status and other self-centered attributes.

Anglo Leadership Profile

The profile of leadership for the Anglo countries emphasizes that leaders are especially charismatic/value-based, participative, and sensitive to people (Figure 13.7). Stated another way, Anglo countries want leaders to be exceedingly motivating and visionary, not autocratic, and considerate of others. Furthermore, they report that leaders should be team oriented and

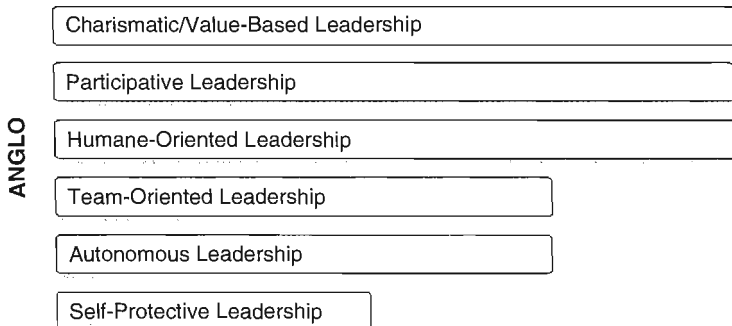
Figure 13.6 Culture Clusters and Desired Leadership Behaviors: Nordic Europe



SOURCE: Adapted from House, et al. (2004).

autonomous. The least important characteristic for Anglo countries is self-protective leadership. They believe it is ineffective if leaders are status conscious or prone to face saving.

Figure 13.7 Culture Clusters and Desired Leadership Behaviors: Anglo

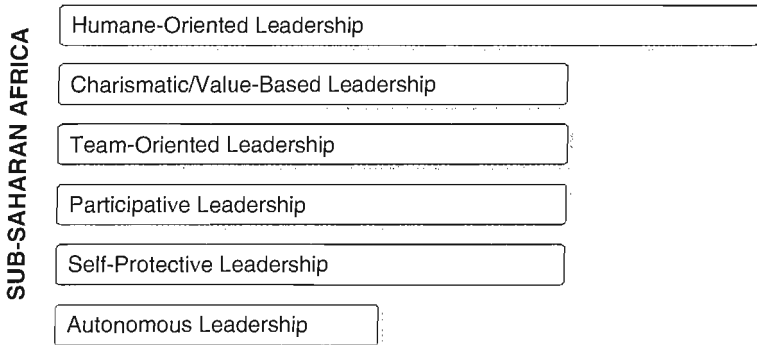


SOURCE: Adapted from House, et al. (2004).

Sub-Saharan Africa Leadership Profile

For countries in Sub-Saharan Africa, an ideal leader is modest, compassionate, and sensitive to the people (Figure 13.8). In addition, they believe

Figure 13.8 *Culture Clusters and Desired Leadership Behaviors: Sub-Saharan Africa*



SOURCE: Adapted from House, et al. (2004).

a leader should be relatively charismatic/value-based, team oriented, participative, and self-protective. Leaders who act independently or act alone are viewed as less effective in these countries. In short, the Sub-Saharan Africa profile characterizes effective leadership as caring leadership. Like many other countries, these countries believe leaders should be inspirational, collaborative, and not excessively self-centered. Leaders who act autonomously are seen as ineffective in Sub-Saharan Africa countries.

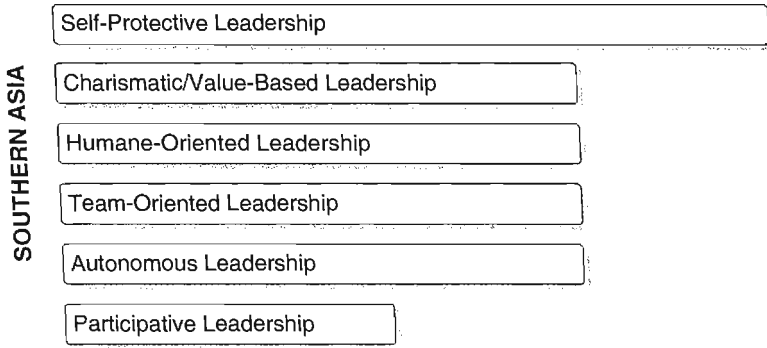
Southern Asia Leadership Profile

The Southern Asia leadership profile is similar to the profile of Confucian Asia. They both place importance on self-protective, humane-oriented, and team-oriented leadership, and they both find participative leadership ineffective (Figure 13.9). Southern Asia countries differ from Confucian Asia countries in believing that charisma is an important leader attribute. The Southern Asia countries characterize effective leadership as especially collaborative, inspirational, sensitive to people's needs, and concerned with status and face saving. Furthermore, they believe leaders who tend to be autocratic are more effective than those who lead by inviting others into the decision-making process.

Germanic Europe Leadership Profile

The ideal leader in the Germanic Europe cluster has a style that is very participative while also being inspirational and independent (Figure 13.10).

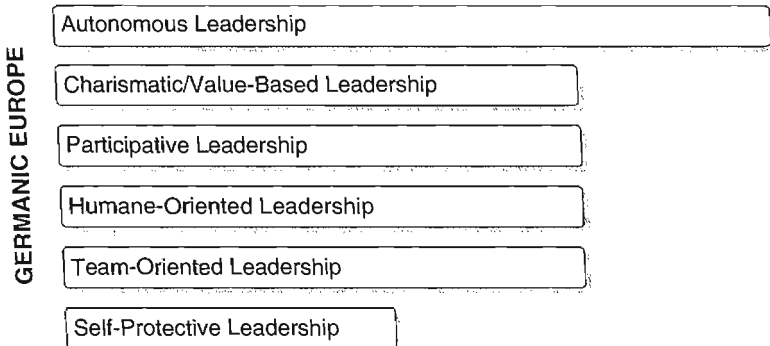
Figure 13.9 *Culture Clusters and Desired Leadership Behaviors: Southern Asia*



SOURCE: Adapted from House, et al. (2004).

The ideal leader would be a unique, visionary person who is team oriented but not status conscious or concerned with face saving. In short, the Germanic European countries think effective leadership is based on participation, charisma, and autonomy but not on face saving and other self-centered attributes.

Figure 13.10 *Culture Clusters and Desired Leadership Behaviors: Germanic Europe*

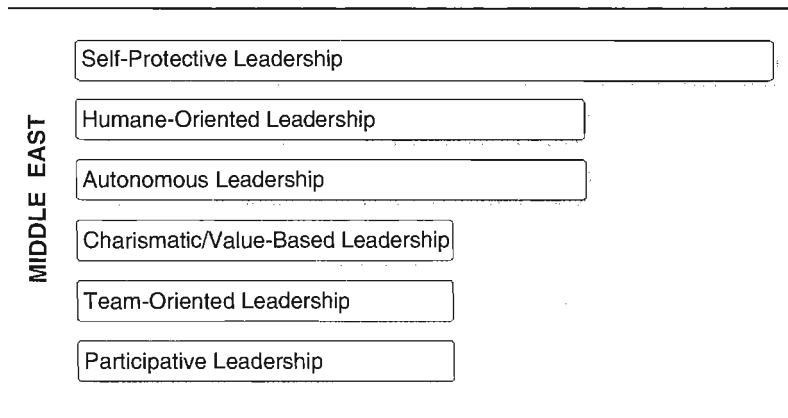


SOURCE: Adapted from House, et al. (2004).

Middle East Leadership Profile

The leadership profile for the Middle Eastern countries differs significantly from the profiles of the other cultural clusters (Figure 13.11). Middle Eastern countries find self-attributes such as face saving and status are important characteristics of effective leadership. They also value being independent and familial. However, they find charisma, collaboration, and participative decision making less essential for effective leadership. To sum up, the Middle Eastern profile of leadership emphasizes status and face saving and de-emphasizes charismatic/value-based and group-oriented leadership.

Figure 13.11 *Culture Clusters and Desired Leadership Behaviors: Middle East*



SOURCE: Adapted from House, et al. (2004).

UNIVERSALLY DESIRABLE AND UNDESIRABLE LEADERSHIP ATTRIBUTES

One of the most interesting outcomes of the GLOBE project was the identification of a list of leadership attributes that were universally endorsed by 17,000 people in 62 countries as positive aspects of effective leadership. Respondents in the GLOBE study identified 22 *valued* leadership attributes (Table 13.2). These attributes were universally endorsed as characteristics that facilitate outstanding leadership.

Table 13.2 *Universally Desirable Leadership Attributes*

| <u>POSITIVE LEADER ATTRIBUTES</u> | | |
|--|---------------|---------------------|
| Trustworthy | Just | Honest |
| Foresight | Plans ahead | Encouraging |
| Positive | Dynamic | Motive arouser |
| Confidence builder | Motivational | Dependable |
| Intelligent | Decisive | Effective bargainer |
| Win-win problem solver | Communicative | Informed |
| Administrative skilled | Coordinator | Team builder |
| Excellence oriented | | |

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

Based on the list of endorsed attributes, a portrait can be drawn of a leader whom almost everyone would see as exceptional. That portrait is of a leader who is high in integrity, is charismatic/value-based, and has interpersonal skills (Dorfman et al., 2004).

The GLOBE project also identified a list of leadership attributes that were universally viewed as *obstacles* to effective leadership (Table 13.3). These characteristics suggest that the portrait of an ineffective leader is someone who is asocial, malevolent, and self-focused. Clearly, people from all cultures find these characteristics to hinder effective leadership.

STRENGTHS

Although this chapter on culture and leadership does not represent a single unified theory of leadership, it does present findings that have several strengths. First, the GLOBE study is a major study and, to date, the only

Table 13.3 *Universally Undesirable Leadership Attributes*

| NEGATIVE LEADER ATTRIBUTES | | |
|-----------------------------------|-------------|----------------|
| Loner | Asocial | Noncooperative |
| Irritable | Nonexplicit | Egocentric |
| Ruthless | Dictatorial | |

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

study to analyze how leadership is viewed by cultures in all parts of the world. The scope of this study is a major strength. For this study, data were collected by 170 social scientists, representing 62 countries from all regions of the world, and included responses from 17,300 managers in 951 organizations. The GLOBE project has been a massive undertaking, and the findings that have emerged from this work make a powerful statement about how cultures around the world view leadership.

Second, the findings from GLOBE are valuable because they emerge from a well-developed quantitative research design. In the leadership literature, there are many qualitative studies that focus more narrowly on how people in certain countries view a small number of leadership concepts. Although these studies have contributed to our understanding of culture and leadership, they are limited in scope and generalizability. In contrast, the strength of the GLOBE project is that researchers used a quantitative design and administered standardized instruments to assess leadership and cultural dimensions in 62 countries. Thus, the results from GLOBE study about leadership are generalizable between cultures and within cultures around the world.

Third, the GLOBE studies provide a classification of cultural dimensions that is more expansive than the commonly used Hofstede classification system. Whereas Hofstede distinguishes between cultures based on five dimensions (power distance, uncertainty avoidance,

individualism–collectivism, masculinity–femininity, and long-term–short-term orientation), the GLOBE studies identify nine cultural dimensions (uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, and humane orientation). Although the seven of the nine dimensions identified in the GLOBE studies have their origins in the dimensions identified by Hofstede, by expanding the classification system the GLOBE studies provide a broader and more elaborate way of describing dimensions of culture.

Fourth, the GLOBE studies provide useful information about what is universally accepted as good and bad leadership. Clearly, people from most cultures view good leadership as based on integrity, charisma, and interpersonal ability. Conversely, they see bad leadership emerging from leaders who are self-focused, dictatorial, and asocial. These lists of positive and negative attributes provide a useful portrait of how people around the world conceptualize leadership.

Last, the study of culture and leadership underscores the complexity of the leadership process and how it is influenced by culture. Data from the GLOBE study highlight the need for each of us to expand our ethnocentric tendencies to view leadership from only our own perspective and instead to “open our window” to the diverse ways in which leadership is viewed by people from different regions around the world. There are many ways to view leadership and the integration of culture, and studies of leadership help us to expand and develop a richer understanding of the leadership process.

CRITICISMS

The body of research on culture and leadership also has several weaknesses. First, although the GLOBE research has resulted in a multitude of findings about perceptions of leadership in different cultures, this research does not provide a clear set of assumptions and propositions that can form a single theory about the way culture relates to leadership or influences the leadership process.

A second criticism, more narrow in scope, concerns the way researchers have labeled and defined certain cultural dimensions and

leadership behaviors. For example, it is not easy to understand what “power distance” means, nor is the meaning of “self-protective leadership” clear. Because the meanings of these terms are somewhat vague, it is difficult at times to interpret or fully comprehend the findings about culture and leadership.

Another criticism concerns the way in which leadership was conceptualized in the GLOBE studies. In these studies, researchers used a conceptualization of leadership that was based on the ideas set forth by Lord and Maher (1991) in their work on implicit leadership theory. This approach frames leadership from an information-processing perspective as the implicit beliefs and convictions that individuals have about leaders. In other words, according to this theory, leadership is the process of being perceived by others as a leader. However, conceptualizing leadership in this way is limited because it focuses on what people perceive to be leadership and ignores a large body of research that frames leadership in terms of what leaders do (e.g., transformational leadership, path-goal theory, skills approach). Research on how people from different cultures view leadership is valuable, but there is a need for further research on how leadership functions in different cultures.²

A related criticism concerns the way in which researchers in the GLOBE study measured leadership. They selected six global leadership behaviors (i.e., charismatic/value-based, team-oriented, participative, humane-oriented, autonomous, and self-protective leadership) that were derived from an analysis of subjects’ responses to hundreds of other attributes believed to be related to outstanding leadership. Each of the six global leadership behaviors was measured by a series of subscales. However, the subscales represented a very broad range of behaviors and as a result compromised the precision and validity of the leadership measures.

Finally, the GLOBE studies provide a provocative list of universally endorsed desirable and undesirable leadership attributes. The attributes identified in the GLOBE studies are comparable to the list of traits we discussed in Chapter 2. However, as with the trait approach, it is difficult to identify a set of universal attributes in isolation from the context in which the leadership occurs. The GLOBE studies tend to isolate a set of attributes that are characteristic of effective leaders without considering the influence of the situational effects.

APPLICATION

Training programs about culture and diversity have been popular for many years. For example, in the training and development field, a wide variety of programs teach cultural sensitivity and address issues related to cultural differences. At the core of these programs, people are taught about the nuances and characteristics of different cultures and how to be sensitive to people in other countries and cultures.

The findings in this chapter have implications for leadership training. Understanding issues about culture is useful in several ways (Bing, 2004). First, the findings about culture can help leaders understand their own cultural biases and preferences. Understanding their own preferences is the first step in understanding that other people in other cultures have different preferences. Second, the findings help leaders to understand what it means to be a good leader. Different cultures have different ideas about what they want from their leaders, and these findings help our leaders adapt their style to be more effective in different cultural settings. Third, this chapter's findings can help global leaders communicate more effectively across cultural and geographic boundaries. By understanding cultural differences, leaders can become more empathic and accurate in their communication with others.

Information on culture and leadership has also been applied in very practical ways (Bing, 2004). It has been used to build culturally sensitive Web sites, design new employee orientation programs, conduct programs in relocation training, improve global team effectiveness, and facilitate multinational merger implementation, to name a few. These examples clearly indicate the wide range of applications for research on culture and leadership in the workplace.

CASE STUDIES

This section provides three case studies (Cases 13.1, 13.2, and 13.3) that describe leadership in various cultural contexts. The first case is about a college student who takes an internship at a Japanese-based automotive company. The second case describes how a small midwestern bank developed a unique Islamic financing program. The final case describes how two board members from a nonprofit organization developed a capital campaign to renovate a fire station for a Hispanic community. After each of the cases, questions are provided to help you think about how cultural issues are related to the leadership process.

CASE 13.1

A Challenging Workplace

As a leader in campus organizations, Samira often led projects and took deadlines very seriously. Her strong work ethic led to an internship offer at a Japanese-based automotive company.

At orientation Samira learned that Japanese companies historically had little diversity in terms of race and gender. Women in Japan were not as prevalent in the workforce as in North America. In an effort to adapt to North American norms, Japanese subsidiaries had well-developed diversity policies. For example, Samira tracked the usage of minority-owned businesses in the company's supply base. This ensured that the company invested in local businesses that operated in traditionally economically disadvantaged areas. Investing in the local community was already an important business value in Japan, so this was a simple adaptation for Samira's company.

The company culture was a unique blend of Japanese and North American work styles. The employees in North America worked fewer hours than the employees in Japan. Around the office, it was common for employees to hear Japanese and English. However, management still had some internal conflict. Japanese advisers were perceived as focusing on the creation of consensus in teams, often leading to slow decision making. North American workers were seen as rushing into projects without enough planning. Feedback was indirect from both Japanese and North American managers.

Samira successfully completed two rotations and was about to graduate. Her new manager often asked her to follow up with other team members to complete late tasks. As taught in school, she was proactive with team members about completing their work. Samira thought she was great at consistently inviting others to participate in the decision-making process. She always offered her opinion on how things could be done better and sometimes even initiated tasks to improve processes on her own. Although she saw herself as an emerging take-charge leader, Samira always downplayed her ambitions. In school she was often stereotyped in negative ways for being an assertive female leader, and she didn't want to be seen in that way at work.

Some of her peers at work advised her that it was important to consider working at a plant near her hometown because it would be closer to her family. However, she was not interested. Samira thought it was more exciting to work near a large city or in a job that involved a lot more

travel. She didn't think it was appropriate to discuss her family concerns in relation to her future job needs.

Toward the end of her internship Samira received a performance evaluation from a senior manager. She was praised as being very dependable, as planning deadlines well, and as very competent at her tasks overall. However, he also told her she was increasingly perceived as too pushy, not a team player, and often speaking out of turn. This often irritated her peers.

Samira had never seen herself this way at work and did not understand why she was not seen as aligning with the company's core value of working with others. Good grades and campus leadership activities had gotten her this far, but this evaluation led her to question whether she could work for this company after graduation.

Samira ultimately realized that her workplace was different from the campus atmosphere she was used to. If she wanted to be an emerging leader here, she had to better adapt to her new environment.

Questions

1. What similarities and differences can you identify between North American and Japanese working styles?
2. In what way did this company reflect the characteristics of other Confucian Asia countries?
3. Why do you think Samira was not seen as a team player?
4. What universal leadership attributes did Samira exhibit?
5. What other suggestions would you have for Samira in this situation?



Case 13.2

A Special Kind of Financing

Central Bank is a small midwestern savings and loan institution that manages \$3 billion in assets. It competes for customers with 16 other financial institutions, most of which have substantially larger holdings. To better serve its customers and attract a larger customer base, Central Bank conducted a financial-need survey of the people who lived in the area.

The survey revealed some interesting and culturally relevant information. Muslims represented a sizable minority in the community, making up about 8% of the overall population. However, a review of the bank registry revealed that few Muslims, if any, banked at Central Bank. The results of the survey were puzzling. Given the large numbers of Muslims in the community, the management wondered why there were no Muslim customers at Central Bank.

To answer this question, Central Bank invited a group of local Muslims to meet and discuss their thoughts about financing and how their ideas related to the financial services offered by the bank. The meeting was a real eye-opener for the bank management. The Muslims' ideas about banking were very different from the traditional Western beliefs about banking.

During the discussion, the management learned that the principles of Islam strongly influence the banking attitudes and behaviors of Muslims. The principles of Islamic finance were set forth in the Koran more than 14 centuries ago. Koranic law forbids paying or receiving interest. These principles stress that money is only a medium of exchange and should not be used to make more money. From the Islamic point of view, the *human element* in a business venture is more important than the money used to finance the venture. Furthermore, according to Islamic finance, the provider of capital and the user of capital should share equally in the risk of a business venture.

These ideas about finance were different from the way Central Bank thought about them. Central Bank was not accustomed to the way Muslims viewed money as a medium of exchange. Having been enlightened through these discussions, the management at Central Bank felt challenged to develop a financing program that was more in line with the attitudes and values of Islamic finance principles.

In order to attract the business of Muslim customers, Central Bank created and began offering two new types of mortgage financing, called *ijara* and *murabaha*. *Ijara* is a finance plan in which the bank buys a home for a customer and leases it to the customer, who pays rent plus a portion of the property purchase. *Murabaha* is a transaction in which the bank buys the home and sells it to the customer at an agreed-upon markup, and the customer pays for the home in installments over 15 to 30 years. Both *ijara* and *murabaha* are consistent with Islamic beliefs that prohibit Muslims from paying or receiving interest. In these two types of transactions, money is used to purchase something tangible, but money is not used to make money. Central Bank received favorable legal rulings (*fatawa*) from some of the leading Islamic legal scholars in the United States and the world to validate these types of financing.

Central Bank's Islamic finance plans have become quite popular. Although Central Bank has been successful with these plans, it has also met resistance. Some people have expressed strong disapproval of special finance programs specifically geared to the Muslim population. Others are against it because it mixes issues of church and state. However, the resistance has not stopped Central Bank. Central Bank is very proud to be the only bank in the country to serve the needs of the Muslim community in this way.

Questions

1. Why do you think banks in the United States have been slow to offer financing expressly for Muslims?
2. Do you think it is fair to offer one minority group a special banking opportunity?
3. How does ethnocentrism come into play in this case?
4. How does in-group collectivism relate to Central Bank's finance plans?
5. How do you think the other banks in the community will react to Central Bank?



Case 13.3

Whose Hispanic Center Is It?

River City is a rapidly growing city in the Midwest with a population of 200,000 people. It is a diverse community with a racial composition that is 65% White, 20% African American, 13% Hispanic, and 2% Native American. The Hispanic population in River City is one of the fastest growing of all segments.

The Hispanic community is represented by the Hispanic Center, a non-profit organization that serves the needs of the Hispanic community and broader River City community through a variety of programs and services. A board of directors and an executive director manage the Hispanic Center. Two newly appointed board members have led a transformation of the center, including renovating the physical facilities and shifting the focus of program services. The new members were Mary Davis, who had

experience in neighborhood development, and José Reyna, who had experience in city government. The board of directors is made up of 15 people, 10 Hispanic and 5 non-Hispanic.

The Hispanic Center owned an old building that was slated for renovation so that the center could have more space for offices and community programs (e.g., educational programming, cultural competence and leadership training, and legal services). The need for the building was validated by what people expressed at a series of community forums. The building was an old fire station that had been mothballed for 15 years, and the Hispanic Center bought the building from River City for \$1. Although the fire station needed a lot of renovation, it was located in a perfect place, at the center of the Hispanic community. However, a complete renovation of the building was needed.

To raise funds for the renovation, the board of directors initiated a citywide capital campaign. The goal of the campaign was to raise \$1.4 million, the estimated amount for a complete, first-class renovation of the building.

Along with their regular jobs, Mary and José tackled the fund-raising campaign with a full head of steam. In just 6 months, using their wide array of skills, they successfully raised \$1.3 million for the project (most of which came from private foundations and corporations). With just \$100,000 left to be raised, the leaders and some board members were getting excited about the possibility of the new community center. This excitement was heightened because the renovated building was going to be constructed using the latest green building techniques. These techniques were environmentally sound and incorporated healthful and highly efficient models of construction.

In order to raise the final \$100,000, Mary and José proposed a new series of fund-raising initiatives that would focus on smaller donors (e.g., \$10, \$20, or \$30 donors), primarily from the Hispanic community. To kick off a series of events, a formal event at a local hotel was proposed, with tickets costing \$75 per person. Just before this event, Mary and José encountered some resistance and found out that their excitement about the renovation needed to be tempered.

During a scheduled board meeting, several members of the board expressed concern with the latest fund-raising efforts. Some board members questioned the wisdom of targeting the fund-raising to the Hispanic community, believing that Hispanic people tended to give to their churches rather than to public not-for-profit organizations. Others

questioned the price of the tickets to fund-raising events that was being sought from small donors, \$75. These members argued for a smaller admission fee (e.g., \$20) that would allow more members of the community to attend. As the discussion proceeded, other board members expressed discontent with the fancy plans for the new green building. They argued that the renovation was becoming a special interest project and a pet project of a few ambitious visionaries.

Board members also started to question the transformation of the Hispanic Center under Mary and José's leadership. Board members expressed frustrations about the new goals of the center and about how things were proceeding. There was a sense that the request for community-based support was unreasonable and in conflict with cultural norms. In the past, the center moved slowly toward change, keeping the focus on one goal: to provide emergency services to the local community. When change came in the past, it was incremental. People were not aggressive, and they did not make trouble.

Under the leadership of Mary and José, there was a perception that the new center and programs were too grand and refined for the community they were intended to serve. The vision for the new center seemed to take things to a new sophisticated level that was not grounded in the common work or the people-oriented values of the center.

Questions

1. How would you describe the strengths and weaknesses of Mary's and José's leadership on this project?
2. Do you see any problem in targeting part of the fund-raising campaign directly toward the Hispanic community?
3. The Latin America leadership profile stresses the importance of team-oriented leadership and de-emphasizes individualistic leadership. How does the leadership of Mary and José compare with the Latin America profile?
4. How do Hispanic cultural dimensions help explain the resistance some people felt and expressed toward the renovation project?
5. If you were Mary or José, how would you temper your excitement about the new fire station?



LEADERSHIP INSTRUMENT

Culture and leadership are different concepts, and when they are measured they are measured in separate ways using different questionnaires. Currently, there are no measures that assess culture and leadership simultaneously, nor are there measures of cultural leadership. There are questionnaires that measure culture, and, as shown throughout the book, there are many measures of leadership.

Perhaps the best-known measure of culture is Hofstede's Culture in the Workplace™ questionnaire. This questionnaire measures a person's cultural preferences on four dimensions: individualism, power distance, certainty, and achievement. People can use their profiles on these dimensions to learn about themselves and to compare themselves with the profiles of people in other cultures.

The Dimensions of Culture questionnaire that follows is an abbreviated version of the original culture questionnaire used in the GLOBE studies. This questionnaire is included in the chapter for illustrative purposes only and should not be used for research. The scores you receive on the questionnaire are individual-level scores rather than societal or organization-level scores. People who are interested in using the GLOBE scales for research should use the complete questionnaire, as referenced in House et al. (2004).

The Dimensions of Culture questionnaire will help you examine your perceptions about various characteristics of your culture. This questionnaire is not a personality measure (e.g., the Myers–Briggs instrument) but rather a measure of your attitudes and perceptions about culture.

DIMENSIONS OF CULTURE QUESTIONNAIRE

Instructions: Using the following scales, circle the number that most accurately reflects your response to each of the 18 statements. There are no right or wrong answers, so provide your immediate impressions. (The items on this questionnaire are adapted from the items used in the GLOBE studies to assess the dimensions of culture, but the GLOBE study used five items to analyze each of the cultural dimensions).

Uncertainty Avoidance

1. In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation:

| | | | | | | | |
|-------------------|---|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

2. In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.

| | | | | | | | |
|-------------------|---|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

Power Distance

1. In this society, followers are expected to:

| | | | | | | | |
|---|---|---|---|---|---|---|-------------------------------------|
| Question their leaders when in disagreement | | | | | | | Obey their leaders without question |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

2. In this society, power is:

| | | | | | | | |
|-------------------------------|---|---|---|---|---|---|-------------------------|
| Shared throughout the society | | | | | | | Concentrated at the top |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

Institutional Collectivism

1. In this society, leaders encourage group loyalty even if individual goals suffer.

| | | | | | | | |
|-------------------|---|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

2. The economic system in this society is designed to maximize:

| | | | | | | | |
|----------------------|---|---|---|---|---|---|----------------------|
| Individual interests | | | | | | | Collective interests |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

In-Group Collectivism

1. In this society, children take pride in the individual accomplishments of their parents:

| | | | | | | | |
|-------------------|---|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

2. In this society, parents take pride in the individual accomplishments of their children:

| | | | | | | | |
|-------------------|---|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

Gender Egalitarianism

1. In this society, boys are encouraged more than girls to attain a higher education:

| | | | | | | | |
|-------------------|---|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

2. In this society, who is more likely to serve in a position of high office?

| | | | | | | |
|-----|---|---|---|---|---|-------|
| Men | | | | | | Women |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Assertiveness

1. In this society, people are generally:

| | | | | | | |
|--------------|---|---|---|---|---|-----------|
| Nonassertive | | | | | | Assertive |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2. In this society, people are generally:

| | | | | | | |
|--------|---|---|---|---|---|-------|
| Tender | | | | | | Tough |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Future Orientation

1. In this society the accepted norm is to:

| | | | | | | |
|-----------------------|---|---|---|---|---|---------------------|
| Accept the status quo | | | | | | Plan for the future |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2. In this society, people place more emphasis on:

| | | | | | | |
|--------------------------|---|---|---|---|---|-------------------------|
| Solving current problems | | | | | | Planning for the future |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Performance Orientation

1. In this society, students are encouraged to strive for continuously improved performance.

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2. In this society, people are rewarded for excellent performance.

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | | | | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Humane Orientation

1. In this society, people are generally:

| | | | | | | |
|-----------------------------------|---|---|---|---|---|-----------------------------|
| Not at all concerned about others | | | | | | Very concerned about others |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2. In this society, people are generally:

| | | | | | | |
|--------------------------------|---|---|---|---|---|------------------------------|
| Not at all sensitive to others | | | | | | Very sensitive toward others |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

Scoring

The Dimensions of Culture questionnaire is designed to measure your perceptions of the different dimensions of your culture. Score the questionnaire by doing the following. First, sum the two responses you gave for each of the items on each of the dimensions. Second, divide the sum of the responses by two. This is your mean score for the dimension.

Example. If for power distance you circled 3 in response to question 1 and 4 in response to question 2, you would score the dimension as follows.

$$3 + 4 = 7$$

$$7 \div 2 = 3.5$$

$$\text{Power distance mean score} = 3.5$$

When you are finished scoring, you should have nine mean scores. After you have scored the questionnaire, place your mean scores for each of the dimensions in the table in the following section.

Scoring Interpretation

Your scores on the Dimensions of Culture questionnaire provide data on how you see the culture in which you live and work. Table 13.4 provides information from the GLOBE project about how subjects from different cultures describe the dimensions of those cultures. The table also provides an *overall* mean for how these dimensions were viewed by people from all of the cultures.

By entering your scores in the last column in Table 13.4, you can get a better understanding of how your perception of your own culture compares to that of others. You can also compare your scores to other specific cultures (e.g., Middle East or Latin America). Do you see your culture as more or less egalitarian than others? Do you think your culture emphasizes the future more than others? Do people from other cultures stress performance less or more than your own culture? Like these questions, the table and your scores can be used to bring to the surface the ways in which your culture and the cultures of others are compatible or incompatible with each other. Understanding how your culture relates to other cultures is the first step to improved understanding between you and people from other cultures.

Table 13.4 Cultural Dimensions and Mean Scores for Selected Cultural Clusters

| | <i>Mean Scores* of Selected Cultural Clusters</i> | | | | | | |
|----------------------------------|---|----------------------|--------------------|----------------------|---------------------|----------------------|-------------------|
| <i>GLOBE Cultural Dimensions</i> | <i>Anglo</i> | <i>Latin America</i> | <i>Middle East</i> | <i>Southern Asia</i> | <i>Latin Europe</i> | <i>GLOBE Overall</i> | <i>Your Score</i> |
| Uncertainty avoidance | 4.42 | 3.62 | 3.91 | 4.10 | 4.18 | 4.16 | |
| Power distance | na | na | na | na | na | 5.17 | |
| Institutional collectivism | 4.46 | 3.86 | 4.28 | 4.35 | 4.01 | 4.25 | |
| In-group collectivism | 4.30 | 5.52 | 5.58 | 5.87 | 4.80 | 5.13 | |
| Gender egalitarianism | 3.40 | 3.41 | 2.95 | 3.28 | 3.36 | 3.37 | |
| Assertiveness | 4.14 | 4.15 | 4.14 | 3.86 | 3.99 | 4.14 | |
| Future orientation | 4.08 | 3.54 | 3.58 | 3.98 | 3.68 | 3.85 | |
| Performance orientation | 4.37 | 3.85 | 3.90 | 4.33 | 3.94 | 4.10 | |
| Humane orientation | 4.20 | 4.03 | 4.36 | 4.71 | 3.71 | 4.09 | |

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

*The mean scores in this table represent societal practice scores for selected cultures on each of the nine cultural dimensions. In the GLOBE study, mean scores were derived from subjects’ responses to five questions for each of the dimensions.

na = not available.



SUMMARY

Since World War II there has been a dramatic increase in globalization throughout the world. Globalization has created a need for leaders with greater understanding of cultural differences and increased competencies in cross-cultural communication and practice. This chapter discusses research on culture, its dimensions, and the effects of culture on the leadership process.

Culture is defined as the commonly shared beliefs, values, and norms of a group of people. Two factors that can inhibit cultural awareness are ethnocentrism and prejudice. Ethnocentrism is the human tendency to place one's own group at the center of one's observations of others and the world. It is problematic for leaders because it prevents them from fully understanding the world of others. Similarly, prejudice consists of judgments about others based on fixed attitudes and unsubstantiated data. Prejudice has a negative impact because it is self-oriented and inhibits leaders from seeing the many facets and qualities of others.

In the past 30 years, many studies have focused on identifying various dimensions of culture. The best known is the work of Hofstede (1980, 2001), who identified five major dimensions: power distance, uncertainty avoidance, individualism–collectivism, masculinity–femininity, and long-term–short-term orientation. Expanding on Hofstede's work, House and his colleagues (2004) delineated additional dimensions of culture such as in-group collectivism, institutional collectivism, future orientation, assertiveness, performance orientation, and humane orientation.

The GLOBE studies offer the strongest body of findings to date on culture and leadership. Using established quantitative research methods, GLOBE researchers studied how 17,000 managers from 62 different countries viewed leadership. They analyzed the similarities and differences between regional clusters of cultural groups by grouping countries into 10 distinct clusters: Anglo, Latin Europe, Nordic Europe, Germanic Europe, Eastern Europe, Latin America, Middle East, Sub-Saharan Africa, Southern Asia, and Confucian Asia. An analysis of each of the 10 clusters revealed the particular dimensions on which each region was strong or weak and unique from other regions.

In addition, GLOBE researchers identified six global leadership behaviors that could be used to characterize how different cultural groups view leadership: charismatic/value-based, team-oriented, participative, humane-oriented, autonomous, and self-protective leadership. Based on these behaviors, researchers created leadership profiles for each of the 10 cultural clusters that delineate the relative importance and desirability different cultures ascribe to different attributes and characteristics of leadership.

One outcome of the GLOBE project was the identification of a list of leadership attributes that were universally endorsed as positive and

negative attributes of leadership. From this list it appears that the universally endorsed portrait of an exceptional leader has a high degree of integrity, charisma, and interpersonal skill. The portrait of an ineffective leader is someone who is asocial, malevolent, self-focused, and autocratic.

The scope of the GLOBE project is its main strength. The findings from this project make a major statement about how cultures around the world view leadership. Other strengths are its quantitative research design, an expanded classification of cultural dimensions, a list of universally accepted leadership attributes, and the contribution it makes to a richer understanding of the leadership process. On the negative side, the GLOBE studies do not provide findings that form a single theory about the way culture relates to leadership. Furthermore, the definitions of the core cultural dimensions are unclear, the conceptualization of leadership used in the studies is limiting, the leadership measures are not exact, and the list of universally endorsed leadership attributes does not account for the various situations in which leaders operate. Regardless of these limitations, the GLOBE studies stand out because they offer so much valuable information about the unique ways culture influences the leadership process.

NOTES

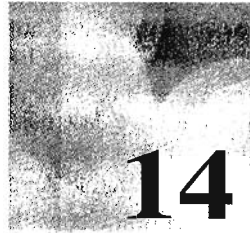
1. The Czech Republic was excluded from the analysis because of problems in the data.
2. Researchers from the GLOBE studies (Phase 3) are collecting data from 40 CEOs in 20 countries, and these findings may address how the behaviors of leaders (what they do) conform to the beliefs about leadership in various cultures.

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Leadership Ethics



DESCRIPTION

This chapter is different from many of the other chapters in this book. Most of the other chapters focus on one unified leadership theory or approach (e.g., trait approach, path-goal theory, or transformational leadership), whereas this chapter is multifaceted and presents a broad set of ethical viewpoints. The chapter is not intended as an “ethical leadership theory” but rather as a guide to some of the ethical issues that arise in leadership situations.

Probably as long ago as our cave-dwelling days, human beings have been concerned with the ethics of our leaders. Our history books are replete with descriptions of good kings and bad kings, great empires and evil empires, and strong presidents and weak presidents. But despite a wealth of biographical accounts of great leaders and their morals, very little research has been published on the theoretical foundations of leadership ethics. There have been many studies on business ethics in general since the early 1970s, but these studies have been only tangentially related to leadership ethics. Even in the literature of management, written primarily for practitioners, there are very few books on leadership ethics. This suggests that theoretical formulations in this area are still in their infancy.

One of the earliest writings that specifically focused on leadership ethics appeared as recently as 1996. It was a set of working papers generated from

a small group of leadership scholars, brought together by the W. K. Kellogg Foundation. These scholars examined how leadership theory and practice could be used to build a more caring and just society. The ideas of the Kellogg group are now published in a volume titled *Ethics, the Heart of Leadership* (Ciulla, 1998).

Since the last edition of this book, interest in the nature of ethical leadership has grown exponentially, particularly because of the many scandals in corporate America. On the academic front there has also been a strong interest in exploring the nature of ethical leadership (see Aronson, 2001; Ciulla, 2001, 2003; Johnson, 2005; Kanungo, 2001; Trevino, Brown, & Hartman, 2003).

This chapter addresses leadership ethics by defining ethics, giving an overview of ethical theories, discussing why ethics is central to leadership, and describing the unique perspectives of Heifetz, Burns, and Greenleaf. The chapter continues with a discussion of five principles of ethical leadership: respect, service, justice, honesty, and community. Finally, some strengths and weaknesses of present-day leadership ethics are noted, followed by a summary.

ETHICS DEFINED

From the perspective of Western tradition, the development of ethical theory dates back to Plato (427–347 B.C.) and Aristotle (384–322 B.C.). The word *ethics* has its roots in the Greek word *ethos*, which means “customs,” “conduct,” or “character.” Ethics is concerned with the kinds of values and morals an individual or society finds desirable or appropriate. Furthermore, ethics is concerned with the virtuousness of individuals and their motives. Ethical theory provides a system of rules or principles that guide us in making decisions about what is right or wrong and good or bad in a particular situation. It provides a basis for understanding what it means to be a morally decent human being.

In regard to leadership, ethics has to do with what leaders do and who leaders are. It is concerned with the nature of leaders’ behavior and their virtuousness. In any decision-making situation, ethical issues are either implicitly or explicitly involved. The choices leaders make and how they respond in a given circumstance are informed and directed by their ethics.

ETHICAL THEORIES

For the purposes of studying ethics and leadership, ethical theories can be thought of as falling within two broad domains: theories about leaders’ *conduct* and theories about leaders’ *character* (Table 14.1). Stated another way, ethical theories are about both the actions of leaders and who they are as people. Throughout the chapter, our discussions about ethics and leadership will always fall within one of these two domains.

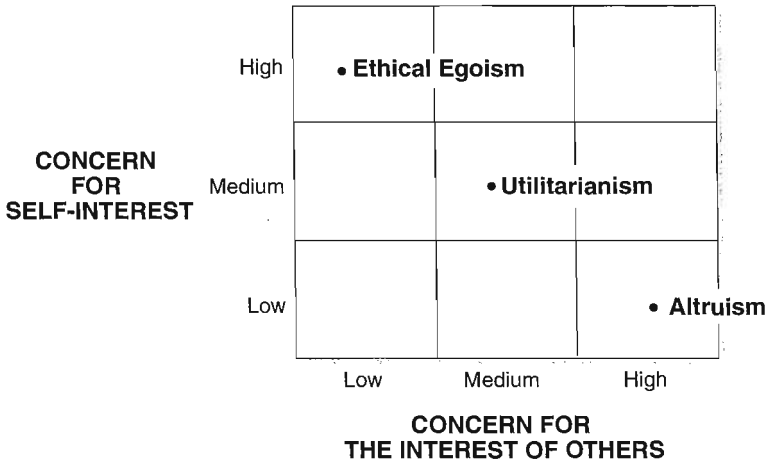
Ethical theories that deal with the conduct of leaders are in turn divided into two kinds: theories that stress the *consequences* of leaders’ actions and those that emphasize the *duty* or *rules* governing leaders’ actions (see Table 14.1). Teleological theories, from the Greek word *telos*, meaning “ends” or “purposes,” try to answer questions about right and wrong by focusing on whether a person’s conduct will produce desirable consequences. The question, “What is right?” from the teleological perspective is answered by looking at results or outcomes. In effect, the consequences of an individual’s actions determine the goodness or badness of a particular behavior.

In assessing consequences, there are three different approaches to making decisions regarding moral conduct (Figure 14.1). One is *ethical egoism*, which states that a person should act so as to create the greatest good for herself or himself. A leader with this orientation would take a job or career that he or she selfishly enjoys (Avolio & Locke, 2002). Self-interest is an ethical stance closely related to transactional leadership theories (Bass & Steidlmeier, 1999). Ethical egoism is common in some business contexts in

Table 14.1 *Domains of Ethical Theories*

| <u>CONDUCT</u> | <u>CHARACTER</u> |
|---|-----------------------|
| Consequences (Teleological Theories) <ul style="list-style-type: none"> • Ethical Egoism • Utilitarianism | Virtue-Based Theories |
| Duty (Deontological Theories) | |

Figure 14.1 *Ethical Theories Based on Self-Interest Versus Interest for Others*



which a company and its employees make decisions in ways that will achieve its goal of maximizing profits. For example, a midlevel, upward-aspiring manager who wants her team to be the best in the company could be described as acting out of ethical egoism.

A second teleological approach is *utilitarianism*, which states that we should behave so as to create the greatest good for the greatest number. From this viewpoint, the morally correct action is the action that maximizes social benefits while minimizing social costs (Schumann, 2001). When the U.S. government allocates a large part of the federal budget for preventive health care rather than catastrophic illnesses, it is acting from a utilitarian perspective, putting money where it will have the best result for the largest number of citizens. Closely related to utilitarianism, and opposite of ethical egoism, is *altruism*, an approach that suggests that actions are moral if their primary purpose is to promote the best interests of others. From this perspective, a leader may be called on to act in the interests of others, even when it runs contrary to his or her own self-interests (Bowie, 1991). Authentic transformational leadership is based on altruistic principles (Bass & Steidlmeier, 1999; Kanungo & Mendonca, 1996). The strongest example of altruist ethics can be found in the work of Mother Teresa, who devoted her entire life to helping poor people.

Quite different from looking at which actions will produce which outcomes, deontological theory is derived from the Greek word *deos*, which means “duty.” Whether a given action is ethical rests not only with its consequences (teleological) but also with whether the action itself is good. Telling the truth, keeping promises, being fair, and respecting others are all examples of actions that are inherently good, independent of the consequences. The deontological perspective focuses on the actions of the leader and his or her moral obligations and responsibilities to do the right thing. A leader’s actions are moral if the leader has a moral right to do them, if the actions do not infringe on others’ rights, and if the actions further the moral rights of others (Schumann, 2001).

In the late 1990s, the president of the United States, Bill Clinton, was brought before Congress for misrepresenting under oath an affair he had maintained with a White House intern. For his actions he was impeached by the U.S. House of Representatives and then acquitted by the U.S. Senate. At one point during the long ordeal, the president appeared on national television and gave what is now a famous speech declaring his innocence. Because subsequent hearings provided information that suggested that he may have lied during his television speech, many Americans who felt President Clinton had violated his duty and responsibility (as a person, leader, and president) to tell the truth. From a deontological perspective, it could be said that he failed his ethical responsibility to do the right thing—to tell the truth.

Whereas teleological and deontological theories approach ethics by looking at the behavior or conduct of a leader, a second set of theories approaches ethics from the viewpoint of a leader’s character (see Table 14.1). These theories are called virtue-based theories, and they focus on who leaders are as people. In this perspective, virtues are rooted in the heart of the individual and in his or her disposition (Pojman, 1995). Furthermore, it is believed that virtues and moral abilities are not innate but can be acquired and learned through practice. People can be taught by their families and communities to be morally appropriate human beings.

Although virtue theories have only recently regained their popularity, their origin can be traced back in the Western tradition to the Greek period and the works of Plato and Aristotle. The Greek term associated with these theories is *aretic*, which means “excellence” or “virtue.” Consistent with Aristotle, current advocates of virtue-based theory stress that more attention should be given to the development and training of moral values (Velasquez, 1992). Rather than tell people what to *do*, attention should be directed toward telling people what to *be*, or helping them to become more virtuous.

What, then, are the virtues of an ethical person? There are many, all of which seem to be important. Based on the writings of Aristotle, a moral person demonstrates the virtues of courage, temperance, generosity, self-control, honesty, sociability, modesty, fairness, and justice (Velasquez, 1992). For Aristotle, virtues allowed people to live well in communities. Applying ethics to leadership and management, Velasquez has suggested that managers should develop virtues such as perseverance, public-spiritedness, integrity, truthfulness, fidelity, benevolence, and humility.

In essence, virtue-based ethics is about being and becoming a good, worthy human being. Although people can learn and develop good values, this theory maintains that virtues are present in one's disposition. When practiced over time, from youth to adulthood, good values become habitual and part of the people themselves. By telling the truth, people become truthful; by giving to the poor, people become benevolent; and by being fair to others, people become just. Our virtues are derived from our actions, and our actions manifest our virtues (Frankena, 1973; Pojman, 1995).

CENTRALITY OF ETHICS TO LEADERSHIP

As discussed in Chapter 1, leadership is a process whereby the leader influences others to reach a common goal. The *influence* dimension of leadership requires the leader to have an impact on the lives of those being led. To make a change in other people carries with it an enormous ethical burden and responsibility. Because leaders usually have more power and control than followers, they also have more responsibility to be sensitive to how their leadership affects followers' lives.

Whether in group work, organizational pursuits, or community projects, leaders engage subordinates and use them in their efforts to reach common goals. In all of these situations, leaders have the ethical responsibility to treat followers with dignity and respect—as human beings with unique identities. This “respect for people” demands that leaders be sensitive to followers' own interests, needs, and conscientious concerns (Beauchamp & Bowie, 1988). Although all of us have an ethical responsibility to treat other people as unique human beings, leaders have a special responsibility because the nature of their leadership puts them in a special position in which they have a greater opportunity to influence others in significant ways.

Ethics is central to leadership, and leaders help to establish and reinforce organizational values. Every leader has a distinct philosophy and point of

view. "All leaders have an agenda, a series of beliefs, proposals, values, ideas, and issues that they wish to 'put on the table'" (Gini, 1998, p. 36). The values promoted by the leader have a significant impact on the values exhibited by the organization (see Carlson & Perrewe, 1995; Schminke, Ambrose, & Noel, 1997; Trevino, 1986). Again, because of their influence, leaders play a major role in establishing the ethical climate of their organizations.

In short, ethics is central to leadership because of the nature of the process of influence, the need to engage followers in accomplishing mutual goals, and the impact leaders have on the organization's values.

The following section provides a discussion of some of the work of prominent leadership scholars who have addressed issues related to ethics and leadership. Although many additional viewpoints exist, those presented are representative of the predominant thinking in the area of ethics and leadership today.

HEIFETZ'S PERSPECTIVE ON ETHICAL LEADERSHIP

Based on his work as a psychiatrist and his observations and analysis of many world leaders (e.g., President Lyndon Johnson, Mohandas Gandhi, and Margaret Sanger), Ronald Heifetz (1994) has formulated a unique approach to ethical leadership; it emphasizes how leaders help followers to confront conflict and to effect changes from conflict. Heifetz's perspective is related to ethical leadership because it deals with values: the values of workers and the values of the organizations and communities in which they work. According to Heifetz, leadership involves the use of authority to help followers deal with the conflicting values that emerge in rapidly changing work environments and social cultures. It is an ethical perspective because it speaks directly to the values of workers.

For Heifetz (1994), leaders must use authority to mobilize people to face tough issues. The leader provides a "holding environment" in which there is trust, nurturance, and empathy. In a supportive context, followers can feel safe to confront hard problems. Specifically, leaders use authority to get people to pay attention to the issues, to act as a reality test regarding information, to manage and frame issues, to orchestrate conflicting perspectives, and to facilitate decision making (Heifetz, 1994, p. 113). The leader's duties are to assist the follower in struggling with change and personal growth.

BURNS'S PERSPECTIVE ON ETHICAL LEADERSHIP

As discussed in Chapter 9, Burns's theory of transformational leadership places a strong emphasis on followers' needs, values, and morals. Transformational leadership involves attempts by leaders to move followers to higher standards of moral responsibility. This emphasis sets transformational leadership apart from most other approaches to leadership because it clearly states that leadership has a moral dimension (see Bass & Steidlmeier, 1999).

Similar to that of Heifetz, Burns's (1978) perspective argues that it is important for leaders to engage themselves with followers and help them in their personal struggles regarding conflicting values. The resulting connection raises the level of morality in both the leader and the follower.

The origins of Burns's position on leadership ethics are rooted in the works of such writers as Abraham Maslow, Milton Rokeach, and Lawrence Kohlberg (Ciulla, 1998). The influence of these writers can be seen in how Burns emphasizes the leader's role in attending to the personal motivations and moral development of the follower. For Burns, it is the responsibility of the leader to help followers assess their own values and needs in order to raise them to a higher level of functioning, to a level that will stress values such as liberty, justice, and equality (Ciulla, 1998).

Burns's position on leadership as a morally uplifting process has not been without its critics. It has raised many questions. How do you choose what is a better set of moral values? Who is to say that some decisions represent higher moral ground than others? If leadership, by definition, entails raising individual moral functioning, does this mean that the leadership of corrupt leaders is not actually leadership? Notwithstanding these very legitimate questions, Burns's perspective on leadership is unique in that it makes ethics the central characteristic of the process. His writing has placed ethics at the forefront of scholarly discussions of what leadership means and how leadership should be carried out.

GREENLEAF'S PERSPECTIVE ON ETHICAL LEADERSHIP

In the early 1970s, Robert Greenleaf developed a somewhat paradoxical approach to leadership called *servant leadership*. It is an approach that has gained increased popularity in recent years (see Block, 1993; De Pree, 1989, 1992). With its strong altruistic ethical overtones, servant leadership emphasizes that leaders should be attentive to the concerns of their followers and empathize with them; they should take care of them and nurture them.

Greenleaf (1970, 1977) argued that leadership was bestowed on a person who was by nature a servant. In fact, the way a person emerges as a leader is by first becoming a servant. A servant leader focuses on the needs of followers and helps them to become more knowledgeable, more free, more autonomous, and more like servants themselves. They enrich others by their presence.

In the novel *The Journey to the East*, by Herman Hesse (1956), there is an example of leadership that inspired Greenleaf's formulation of servant leadership. The story is about a group of travelers on a mythical journey who are accompanied by a servant who does menial chores for the travelers but also sustains them with his spirits and song. The servant's presence has an extraordinary impact on the group, but when the servant becomes lost and disappears, the group of travelers falls into disarray and abandons the journey. Without the servant, they are unable to carry on. It was the servant who was leading the group. He emerged as a leader by caring for the travelers.

In addition to serving, the servant leader has a social responsibility to be concerned with the have-nots and to recognize them as equal stakeholders in the life of the organization. Where inequalities and social injustices exist, a servant leader tries to remove them (Graham, 1991). In becoming a servant leader, a leader uses less institutional power and less control while shifting authority to those who are being led. Servant leadership values everyone's involvement in community life because it is within a community that one fully experiences respect, trust, and individual strength. Greenleaf places a great deal of emphasis on listening, empathy, and unconditional acceptance of others.

In recent years, there has been an increased interest in the study of servant leadership (e.g., Farling, Stone, & Winston, 1999; Russell & Stone, 2002; Sendjaya & Sarros, 2002). This research, which includes a wide range of concepts, has focused on identifying the attributes of service leadership, examining conceptual frameworks pertaining to servant leadership, and developing instruments to measure servant leadership.

A common theme running through all three of the perspectives (i.e., Heifetz, Burns, and Greenleaf) is that the leader–follower relationship is central to ethical leadership. In addition, they all emphasize that it is critically important for leaders to pay close attention to the unique needs of their followers.

In many ways, the ideas presented by these leadership scholars are parallel to and consonant with the *ethic of caring* set forth by Gilligan (1982),

who contended that personal relationships should be the beginning point of ethics. In the past 20 years, the “caring principle” has become recognized by scholars as one of the predominant moral principles. From a caring perspective, a leader’s actions are morally correct if they express care in protecting the people with whom the leader has special relationships (Schumann, 2001). An ethic of caring is extremely important in organizations because it is the main ingredient in building trust and cooperative relationships (Brady, 1999).

PRINCIPLES OF ETHICAL LEADERSHIP

In this section, we turn to a discussion of five principles of ethical leadership, the origins of which can be traced back to Aristotle. The importance of these principles has been discussed in a variety of disciplines including biomedical ethics (Beauchamp & Childress, 1994), business ethics (Beauchamp & Bowie, 1988), counseling psychology (Kitchener, 1984), and leadership education (Komives, Lucas, & McMahon, 1998), to name a few. Although not inclusive, these principles provide a foundation for the development of sound ethical leadership: *respect*, *service*, *justice*, *honesty*, and *community* (Figure 14.2).

Figure 14.2 Principles of Ethical Leadership



Ethical Leaders Respect Others

Philosopher Immanuel Kant (1724–1804) argued that it is our duty to treat others with respect. To do so means always to treat others as ends in themselves and never as means to ends. As Beauchamp and Bowie (1988, p. 37) pointed out, “Persons must be treated as having their own autonomously established goals and must never be treated purely as the means to another’s personal goals.” They go on to suggest that treating others as ends rather than as means requires that we treat other people’s decisions and values with respect because failing to do so would signify that we were treating them as a means to our own ends.

Leaders who respect others also allow them to be themselves, with creative wants and desires. They approach other people with a sense of their unconditional worth and valuable individual differences (Kitchener, 1984). Respect includes giving credence to others’ ideas and confirming them as human beings. At times, it may require that leaders defer to others. As Burns (1978) suggested, leaders should nurture followers in becoming aware of their own needs, values, and purposes and assist them in integrating these with the leader’s.

Respect for others is a complex ethic that is similar to but goes deeper than the kind of respect that parents teach children when they are little. Respect means that a leader listens closely to his or her subordinates, is empathic, and is tolerant of opposing points of view. It means treating subordinates in ways that confirm their beliefs, attitudes, and values. When a leader exhibits respect to subordinates, subordinates can feel competent about their work. In short, leaders who show respect treat others as worthy human beings.

Ethical Leaders Serve Others

Earlier in this chapter, we contrasted two ethical theories, one based on a concern for self (ethical egoism) and another based on the interests of others (ethical altruism). The service principle clearly is an example of altruism. Leaders who serve are altruistic; they place their followers’ welfare foremost in their plans. In the workplace, altruistic service behavior can be observed in activities such as mentoring, empowerment behaviors, team building, and citizenship behaviors, to name a few (Kanungo & Mendonca, 1996).

The leader’s ethical responsibility to serve others is very similar to the ethical principle in health care of beneficence. Beneficence is derived from



the Hippocratic tradition, which holds that health professionals ought to make choices that benefit patients. In a general way, beneficence asserts that providers have a duty to help others pursue their own legitimate interests and goals (Beauchamp & Childress, 1994). Like health professionals, ethical leaders have a responsibility to attend to others, be of service to them, and make decisions pertaining to them that are beneficial and not harmful to their welfare.

In the past decade, the service principle has received a great deal of emphasis in the leadership literature. It is clearly evident in the writings of Greenleaf (1977), Gilligan (1982), Block (1993), Covey (1990), De Pree (1989), and Kouzes and Posner (1995), all of whom maintained that attending to others is the primary building block of moral leadership. Further emphasis on service can be observed in the work of Senge (1990) in his well-recognized writing on learning organizations. Senge contended that one of the important tasks of leaders in learning organizations is to be the steward (servant) of the vision within the organization. Being a steward means clarifying and nurturing a vision that is greater than oneself. This means not being self-centered but integrating one's self or vision with that of others in the organization. Effective leaders see their own personal vision as an important part of something larger than themselves—a part of the organization and the community at large.

In short, whether it be Greenleaf's notion of waiting on the have-nots or Senge's notion of giving oneself to a larger purpose, the idea behind service is contributing to the greater good of others. In practicing the principle of service, ethical leaders must be willing to be follower centered, must place others' interests foremost in their work, and must act in ways that will benefit others.

Ethical Leaders Are Just

Ethical leaders are concerned about issues of fairness and justice. They make it a top priority to treat all of their subordinates in an equal manner. Justice demands that leaders place issues of fairness at the center of their decision making. As a rule, no one should receive special treatment or special consideration except when their particular situation demands it. When individuals are treated differently, the grounds for different treatment must be clear, reasonable, and based on sound moral values.

For example, many of us can remember being involved with some type of athletic team while we were growing up. The coaches we liked were the

ones we thought were fair with us. No matter what, we did not want the coach to treat anyone differently from the rest. When someone came late to practice with a poor excuse, we wanted that person disciplined just as we would have been disciplined. If a player had a personal problem and needed a break, we wanted the coach to give it. Without question, the good coaches were those who never had favorites and those who made a point of playing everyone on the team. In essence, what we wanted was that our coach be fair and just.

When resources and rewards or punishments are distributed to employees, the leader plays a major role. The rules that are used and how they are applied say a great deal about whether the leader is concerned about justice and how he or she approaches issues of fairness.

Rawls (1971) stated that a concern with issues of fairness is necessary for all people who are cooperating together to promote their common interests. It is similar to the Golden Rule: Do unto others as you would have them do unto you. If we expect fairness from others in how they treat us, then we should treat others fairly in our dealings with them. Issues of fairness become problematic because there is always a limit on goods and resources, and there is often competition for the limited things available. Because of the real or perceived scarcity of resources, conflicts often occur between individuals about fair methods of distribution. It is important for leaders to clearly establish the rules for distributing rewards. The nature of these rules says a lot about the ethical underpinnings of the leader and the organization.

Beauchamp and Bowie (1988) have outlined several of the common principles that serve as guides for leaders in distributing the benefits and burdens fairly in an organization (Table 14.2). Although not inclusive, these principles point to the reasoning behind why leaders choose to distribute things as they do in organizations. In a given situation, a leader may use a single principle or a combination of several principles in treating subordinates.

To illustrate the principles described in Table 14.2, consider the following hypothetical example. Imagine you are the owner of a small trucking company that employs 50 drivers. You have just opened a new route, and it promises to be one that pays well and has an ideal schedule. Only one driver can be assigned to the route, but seven drivers have applied for it. Each feels he or she should have an *equal opportunity* to get the route. One of the drivers recently lost his wife to breast cancer and is struggling to care for three young children (*individual need*). Two of the drivers are minorities, and one

Table 14.2 *Principles of Distributive Justice*

These principles are applied in different situations.

To each person

- An equal share
- According to individual need
- According to that person's rights
- According to individual effort
- According to societal contribution
- According to merit

of them feels strongly that he has a *right* to the job. One of the drivers has logged more driving hours for 3 consecutive years, and she feels her *effort* makes her the logical candidate for the new route. One of the drivers serves on the National Safety Board and has a 20-year accident-free driving record (*societal contribution*). Two drivers have been with the company since its inception, and their *performance* has been meritorious year after year.

As the owner of the company, your challenge is to assign the new route in a fair way. Although many other factors could influence your decision (e.g., seniority, wage rate, or employee health), the principles described in Table 14.2 provide guidelines for deciding who is to get the new route.

Ethical Leaders Are Honest

When we were children, a phrase we often heard from grownups was “never tell a lie.” To be good meant we must tell the truth. For leaders the lesson is the same: To be a good leader, one must be honest.

The importance of being honest can be understood more clearly when we consider the opposite of honesty: dishonesty (see Jaksa & Pritchard, 1988). Dishonesty is a form of lying, a way of misrepresenting reality. Dishonesty may bring with it many objectionable outcomes, and foremost is the distrust

it creates. When leaders are not honest, others come to see them as undependable and unreliable. People lose faith in what leaders say and stand for; their respect for leaders is diminished. As a result, the leader's impact is compromised because others no longer trust and believe in the leader.

When we relate to others, dishonesty also has a negative impact. It puts a strain on how people are connected to each other. When we lie to others, we are in essence saying that we are willing to manipulate the relationship on our own terms. We are saying that we do not trust the other person in the relationship to be able to deal with information we have. In reality, we are putting ourselves ahead of the relationship by saying that we know what is best for the relationship. The long-term effect of this type of behavior is that it weakens relationships. Even when used with good intentions, dishonesty contributes to the breakdown of relationships.

But being honest is not just about telling the truth. It has to do with being open with others and representing reality as fully and completely as possible. However, this is not an easy task because there are times when telling the complete truth can be destructive or counterproductive. The challenge for leaders is to strike a balance between being open and candid while monitoring what is appropriate to disclose in a particular situation. It is important for leaders to be authentic, but it is also essential that they be sensitive to the attitudes and feelings of others. Honest leadership involves a wide set of behaviors.

Dalla Costa (1998) made the point clearly in his book *The Ethical Imperative* that being honest means more than not deceiving. For leaders in organizations, being honest means “do not promise what you can't deliver, do not misrepresent, do not hide behind spin-doctored evasions, do not suppress obligations, do not evade accountability, do not accept that the ‘survival of the fittest’ pressures of business release any of us from the responsibility to respect another's dignity and humanity” (p. 164). In addition, Dalla Costa suggested that it is imperative that organizations recognize and acknowledge the necessity of honesty and reward honest behavior within the organization.

Ethical Leaders Build Community

In Chapter 1, we defined leadership as the process of influencing others to reach a common or communal goal. This definition has a clear ethical dimension because it refers to a *common* goal. A common goal requires that the leader and followers agree on the direction to be taken by the group.

Leaders need to take into account their own and followers' purposes while working toward goals that are suitable for both of them. This factor, concern for others, is the distinctive feature that delineates *authentic* transformational leaders from *pseudo*-transformational leaders (Bass & Steidlmeier, 1999). Concern for the common good means that leaders cannot impose their will on others. They need to search for goals that are compatible with everyone.

Burns (1978) placed this idea at the center of his theory on transformational leadership. A transformational leader tries to move the group toward a common good that is beneficial for both the leaders and the followers. In moving toward mutual goals, both the leader and follower are changed. It is this feature that makes Burns's theory unique. For Burns, leadership has to be grounded in the leader–follower relationship. It cannot be controlled by the leader, such as Hitler's influence in Germany; Hitler coerced people to meet his own agenda and followed goals that did not advance the goodness of humankind.

An ethical leader takes into account the purposes of everyone involved in the group and is attentive to the interests of the community and the culture. Such a leader demonstrates an ethic of caring toward others (Gilligan, 1982) and does not force others or ignore the intentions of others (Bass & Steidlmeier, 1999).

Rost (1991) went a step further and suggested that ethical leadership demands attention to a civic virtue. By this he meant that leaders and followers need to attend to more than their own mutually determined goals. They need to attend to the *community's* goals and purpose. As Burns (1978, p. 429) wrote, transformational leaders and followers begin to reach out to wider social collectivities and seek to establish higher and broader moral purposes. All of our individual and group goals are bound up in the common good and public interest. We need to pay attention to how the changes proposed by a leader and followers will affect the larger organization, the community, and society. An ethical leader is concerned with the common good, in the broadest sense.

STRENGTHS

This chapter discusses a broad set of ideas regarding ethics and leadership. This general field of study has several strengths. First, it provides a body of timely research on ethical issues. There is a high demand for moral leadership

in our society today. Beginning with the Nixon administration in the 1970s and continuing through the Clinton administration in the 1990s to the Bush administration beginning in 2001, people have been insisting on higher levels of moral responsibility from their leaders. At a time when there seems to be a vacuum in ethical leadership, this research offers us some direction on how to think about ethical leadership and how to practice it.

Second, this body of research suggests that ethics ought to be considered as an integral part of the broader domain of leadership. Except for Burns's transformational leadership, none of the other leadership theories discussed in this book includes ethics as a dimension of the leadership process. This chapter suggests that leadership is not an amoral phenomenon. Leadership is a process of influencing others; it has a moral dimension that distinguishes it from other types of influence, such as coercion or despotic control. Leadership involves values, including showing respect for followers, being fair to others, and building community. It is not a process that we can demonstrate without showing our values. When we influence, we have an effect on others, and that means we need to pay attention to our values and our ethics.

Third, this body of research highlights several principles that are important to the development of ethical leadership. The virtues discussed in this research have been around for more than 2,000 years, and they are reviewed in this chapter because of their significance for today's leaders.

CRITICISMS

Although the area of ethics and leadership has many strengths, it also has some weaknesses. First, it is an area of research in its early stage of development, and therefore it lacks a strong body of traditional research findings to substantiate it. As was pointed out at the beginning of the chapter, very little research has been published on the theoretical foundations of leadership ethics. Although many studies have been published on business ethics, these studies have not been directly related to ethical leadership. The dearth of research on leadership ethics makes speculation about the nature of ethical leadership difficult. Until more research studies have been conducted that deal directly with the ethical dimensions of leadership, theoretical formulations about the process will remain tentative.

Another criticism is that leadership ethics today relies primarily on the writings of just a few people who have written essays and texts that are strongly influenced by their personal opinions about the nature of leadership ethics and

their view of the world. Although these writings, such as Greenleaf's and Burns's, have stood the test of time, they have not been tested using traditional quantitative or qualitative research methods. They are primarily descriptive and anecdotal. Therefore, leadership ethics lacks the traditional kind of empirical support that usually accompanies accepted theories of human behavior.

APPLICATION

Although issues of morality and leadership are discussed more often in society today, this interest has not resulted in a large number of programs in training and development designed to teach ethical leadership. Many new programs are oriented toward helping managers become more effective people at work and in life in general, but these programs do not directly target the area of ethics and leadership.

Yet the ethics and leadership research in this chapter can be applied to people at all levels of organizations and in all walks of life. At a very minimum, it is crucial to state that *leadership involves values*, and one cannot be a leader without being aware of and concerned about one's own values. Because leadership has a moral dimension, being a leader demands awareness on our part of the way our ethics defines our leadership.

Managers and leaders can use the information in this research to better understand themselves and strengthen their own leadership. Ethical theories can remind leaders to ask themselves, "What is the right and fair thing to do?" or "What would a good person do?" Leaders can use the ethical principles described in this research as benchmarks for their own behavior. Do I show respect to others? Do I act with a generous spirit? Do I show honesty and faithfulness to others? Do I serve the community? Finally, we can learn from the overriding theme in this research that the leader–follower relationship is central to ethical leadership. To be an ethical leader, we must be sensitive to the needs of others, treat others in ways that are just, and care for others.

CASE STUDIES

The following section contains three case studies (Cases 14.1, 14.2, and 14.3) based on actual situations in which ethical leadership was needed. Case 14.1 describes the owner of a small business and the ethical problems he faces during a difficult period of consolidation. Case 14.2 is concerned

with one manufacturing company's unique approach to safety standards. Case 14.3 deals with the ethical issues surrounding how a human resource service company established the pricing for its services. At the end of each case, there are questions that point to the intricacies and complexities of practicing ethical leadership.

CASE 14.1

A Struggling Company With Not Enough Cash

Joe Woodman bought a small, struggling computer company. After several difficult years, revenues started to grow, and according to the financial statements it seemed that profits were growing as well. But in reality, the business did not have enough cash.

The company's key stakeholders, such as the bank, vendors, and investors, were applying pressure on Joe to improve earnings and cash flow. They threatened to take over the business if major changes were not made. About the same time, making matters worse, Joe was notified that several contracts, constituting about 25% of his top-line revenues, would be lost to the competition.

Joe responded by laying off employees, freezing wages, and closing several marginal operations, but these efforts were not enough. Joe was still badly in need of more cash and professional management. To remain viable, he had three options.

- He could negotiate a "capital for control" type exchange with the investor and the banks. If he did this, the banks could help recruit new talent and offer interim financing to support the company while restructuring occurred. On the downside, with this option his status in the organization would change significantly; instead of being the owner, Joe would become more of a senior manager.

- Joe could maintain control and hire turn-around management, explaining to them that the company was in a critical turn-around phase and that the organization's future depended on the new managers' ability to generate credibility and positive performance within a year. He would have to disclose the wage freezes of the past 2 years and explain that he could not initially offer competitive salaries or certain traditional benefits. If he took this option, Joe would have difficulty recruiting skilled managers because they would not want to come into a situation with failing operations, no operating cash, and the prospects of a dramatically

dwindling revenue base. If it succeeds, this option would allow Joe to keep control and save his reputation.

- Joe could remain in control and hire turn-around management without fully explaining the serious situation. He might say that the company is one of the fastest-growing companies in the industry, that it just completed an operational turn-around, had regained profitability, and was upgrading staff to take the company to the next level. He could support this positive picture by representing pro forma financial information as though it were actual. This approach probably would be successful initially in gaining new qualified staff, but the new managers might join only to leave soon afterward. They would probably not develop into loyal, long-term employees because of Joe's breach of trust. This option would give Joe the opportunity to maintain control and keep all his workers employed.

Questions

1. Of the three options available to Joe, which is the most ethical?
 2. How does egoism come into play in this case? In which of the three options is altruism most apparent?
 3. Which option would provide the greatest good for the greatest number? From an ethical perspective, what is Joe's duty in this situation?
 4. What pressures does Joe face regarding honesty and telling the truth about his situation?
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- ◆ ◆ ◆
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CASE 14.2

How Safe Is Safe?

Perfect Plastics Incorporated (PPI) is a small injection molding plastics company that employs 50 people. The company is 10 years old and has a healthy balance sheet, and it is doing about \$4 million a year in sales. The company has a good safety record, and the insurance company that has PPI's liability policy has not had to pay any claims to employees for several years. There have been no major injuries of any kind since the company began.

The owner takes great pride in the interior design and working conditions at PPI. He describes the interior of the plant as being like a hospital compared with his competitors. Order, efficiency, and cleanliness are top priorities at PPI. It is a remarkably well-organized manufacturing company.

PPI has a very unique approach to guaranteeing safe working conditions. Each year, management brings in outside consultants from the insurance industry and the Occupational Safety and Health Administration (OSHA) to audit the plant for unsafe conditions. Each year, the inspections reveal a variety of concerns, which are then addressed through new equipment, repairs, and changed work-flow designs. Although the inspectors continue to find opportunities for improvement, the overall safety improves each year.

The attorneys for PPI are very opposed to the company's approach to safety. The lawyers are vehemently against the procedure of having outside auditors. If a lawsuit were to be brought against PPI, the attorneys argue that any previous issues could be used as evidence of a historical pattern and knowledge of unsafe conditions. In effect, the audits that PPI is conducting voluntarily could be used by plaintiffs to strengthen a case against the company.

The president and management recognize the potential downside of outside audits, but they point out that the periodic reviews are critical to the ongoing improvement of the safety of everyone in the plant. The purpose of the audits is to make the shop a secure place, and that is what has occurred. Management also points out that PPI employees have responded positively to the audits and to the changes that result.

Questions

1. As a company, would you describe PPI as having an identifiable set of moral values? How do its policies contribute to this philosophy?
2. Which ethical perspective best describes PPI's approach to safety issues? Would you say PPI takes a utilitarian, duty, or virtue-based approach?
3. Regarding safety issues, how does management see its responsibilities toward its employees? How do the attorneys see their responsibilities toward PPI?
4. Why does it appear that the ethics of PPI and its attorneys are in conflict?



CASE 14.3

Reexamining a Proposal

After working 10 years as the only minority manager in a large printing company, David Jones decided he wanted to set out on his own. Because of his experience and prior connections, David was confident he could survive in the printing business, but he wondered whether he should buy an existing business or start a new one. As part of his planning, David contacted a professional employer organization (PEO), which had a sterling reputation, to obtain an estimate for human resource services for a startup company. The estimate was to include costs for payroll, benefits, workers' compensation, and other traditional human resource services. Because David had not yet started his business, the PEO generated a generic quote applicable to a small company in the printing industry. In addition, because the PEO had nothing tangible to quote, it gave David a quote for human resource services that was unusually high.

In the meantime, David Jones found an existing small company that he liked, and he bought it. Then he contacted the PEO to sign a contract for human resource services at the previously quoted price. David was ready to take ownership and begin his new venture. He signed the original contract as presented.

After David signed the contract, the PEO reviewed the earlier proposal in light of the actual figures of the company he had purchased. This review raised many concerns for management. Although the goals of the PEO were to provide high-quality service, be competitive in the marketplace, and make a reasonable profit, the quote it had provided David appeared to be much too high. It was not comparable in any way with the other service contracts the PEO had with other companies of similar size and function.

During the review, it became apparent that several concerns had to be addressed. First, the original estimate made the PEO appear as if it was gouging the client. Although the client had signed the original contract, was it fair to charge such a high price for the proposed services? Would charging such high fees mean that the PEO would lose this client or similar clients in the future? Another concern was related to the PEO's support of minority businesses. For years, the PEO had prided itself on having strong values about affirmative action and fairness in the workplace, but this contract appeared to be somewhat unfair and actually hurt a minority client. Finally, the PEO was concerned with the implications of

the contract for the salesperson who drew up the proposal for David. Changing the estimated costs in the proposal would have a significant impact on the salesperson's commission, which would negatively affect the morale of others in the PEO's sales area.

After a reexamination of the original proposal, a new contract was drawn up for David's company with lower estimated costs. Though lower than the original proposal, the new contract remained much higher than the average contract in the printing industry. David Jones willingly signed the new contract.

Questions

1. What role should ethics play in the writing of a proposal such as this? Did the PEO do the ethical thing for David Jones? How much money should the PEO have tried to make? What would you have done in this situation?
2. From a deontological (duty) perspective and a teleological (consequences) perspective, how would you describe the ethics of the PEO?
3. Based on what the PEO did for David Jones, how would you evaluate the PEO on the ethical principles of respect, service, justice, honesty, and community?
4. How would you assess the ethics of the PEO if you were David Jones? If you were among the PEO management? If you were the salesperson? If you were a member of the community?



LEADERSHIP INSTRUMENT

Ethics and morals often are regarded as very personal, and we resist having others judge us about them. We also resist judging others. Perhaps for this reason, very few questionnaires have been designed to measure ethical leadership. To address this problem, Craig and Gustafson (1998) developed the Perceived Leader Integrity Scale (PLIS), which is based on utilitarian ethical theory. The PLIS attempts to evaluate leaders' ethics by measuring the degree to which coworkers see them as acting in accordance with rules that would produce the greatest good for the greatest number of people. Craig and Gustafson found PLIS ratings to be strongly positively related to

subordinates' job satisfaction and negatively related to their desire to quit their jobs.

Parry and Proctor-Thomson (2002) used the PLIS in a study of 1,354 managers and found that perceived integrity was positively related to transformational leadership. Leaders who were seen as transformational were also seen as having more integrity. In addition, the researchers found that perceived integrity was positively correlated with leader and organizational effectiveness.

By taking the PLIS, you can try to assess the ethical integrity of a manager you know, such as one of your supervisors. At the same time, the PLIS will allow you to apply the ideas we discussed in the chapter to a real-world setting. By focusing on observers' impressions, the PLIS represents one way to assess the principle of ethical leadership.

In addition, the PLIS can be used for feedback to employees in organizations and as a part of leadership training and development. Finally, if used as part of an organizational climate survey, the PLIS could be useful as a way of identifying areas in an organization that may need an ethics intervention (Craig & Gustafson, 1998).

PERCEIVED LEADER INTEGRITY SCALE (PLIS)

Instructions: The following items concern your perceptions of another person's behavior. Circle responses to indicate how well each item describes the person you are rating.

Key: 1 = Not at all 2 = Barely 3 = Somewhat 4 = Well

- | | | | | |
|--|---|---|---|---|
| 1. Puts his or her personal interests ahead of the organization | 1 | 2 | 3 | 4 |
| 2. Would risk other people to protect himself or herself in work matters | 1 | 2 | 3 | 4 |
| 3. Enjoys turning down requests | 1 | 2 | 3 | 4 |
| 4. Deliberately fuels conflict between other people | 1 | 2 | 3 | 4 |
| 5. Would blackmail an employee if she or he thought she or he could get away with it | 1 | 2 | 3 | 4 |
| 6. Would deliberately exaggerate people's mistakes to make them look bad to others | 1 | 2 | 3 | 4 |
| 7. Would treat some people better if they were of the other sex or belonged to a different ethnic group | 1 | 2 | 3 | 4 |
| 8. Ridicules people for their mistakes | 1 | 2 | 3 | 4 |
| 9. Can be trusted with confidential information | 1 | 2 | 3 | 4 |
| 10. Would lie to me | 1 | 2 | 3 | 4 |
| 11. Is evil | 1 | 2 | 3 | 4 |
| 12. Is not interested in tasks that don't bring personal glory or recognition | 1 | 2 | 3 | 4 |
| 13. Would do things that violate organizational policy and then expect others to cover for him or her | 1 | 2 | 3 | 4 |
| 14. Would allow someone else to be blamed for his or her mistake | 1 | 2 | 3 | 4 |
| 15. Would deliberately avoid responding to e-mail, telephone, or other messages to cause problems for someone else | 1 | 2 | 3 | 4 |
| 16. Would make trouble for someone who got on his or her bad side | 1 | 2 | 3 | 4 |
| 17. Would engage in sabotage against the organization | 1 | 2 | 3 | 4 |
| 18. Would deliberately distort what other people say | 1 | 2 | 3 | 4 |

| | | | | |
|---|---|---|---|---|
| 19. Is a hypocrite | 1 | 2 | 3 | 4 |
| 20. Is vindictive | 1 | 2 | 3 | 4 |
| 21. Would try to take credit for other people's ideas | 1 | 2 | 3 | 4 |
| 22. Likes to bend the rules | 1 | 2 | 3 | 4 |
| 23. Would withhold information or constructive feedback because he or she wants someone to fail | 1 | 2 | 3 | 4 |
| 24. Would spread rumors or gossip to try to hurt people or the organization | 1 | 2 | 3 | 4 |
| 25. Is rude or uncivil to coworkers | 1 | 2 | 3 | 4 |
| 26. Would try to hurt someone's career because of a grudge | 1 | 2 | 3 | 4 |
| 27. Shows unfair favoritism toward some people | 1 | 2 | 3 | 4 |
| 28. Would steal from the organization | 1 | 2 | 3 | 4 |
| 29. Would falsify records if it would help his or her work situation | 1 | 2 | 3 | 4 |
| 30. Has high moral standards | 1 | 2 | 3 | 4 |

SOURCE: Adapted from a version of the PLIS that appeared in *Leadership Quarterly*, 9(2), S. B. Craig and S. B. Gustafson, "Perceived Leader Integrity Scale: An Instrument for Assessing Employee Perceptions of Leader Integrity," pp. 143–144, 1998. Used with permission of the authors.

Scoring

The PLIS measures your perceptions of another person's integrity in an organizational setting. Your responses on the PLIS indicate the degree to which you see that person's behavior as ethical.

Score the questionnaire by doing the following. First, reverse the scores on items 9 and 30 (i.e., 1 becomes 4, 2 becomes 3, 3 becomes 2, and 4 becomes 1). Next, sum the responses on all 30 items. A low score on the questionnaire indicates that you perceive the person you evaluated to be highly ethical. A high score indicates that you see that person to be very unethical. The interpretation of what the score represents follows.

Scoring Interpretation

Your score is a measure of your perceptions of another person's ethical integrity. Based on previous findings (Craig & Gustafson, 1998), the following interpretations can be made about your total score.

| | | |
|--------|--------------|--|
| 30–32 | High ethical | If you scored in this range, it means that you see the person you evaluated as highly ethical. Your impression is that the person is very trustworthy and highly principled. |
| 33–45 | Moderate | Scores in this range mean that you see the person as moderately ethical. Your impression is that he or she might engage in some unethical behaviors under certain conditions. |
| 46–120 | Low ethical | This range describes people who are seen as very unethical. Your impression is that they do things that are dishonest, unfair, and unprincipled almost any time they have the opportunity. |



SUMMARY

Although there has been an interest in ethics for thousands of years, very little theoretical research exists on the nature of leadership ethics. This chapter presents an overview of ethical theories as they apply to the leadership process.

Ethical theory provides a set of principles that guide leaders in making decisions about how to act and how to be morally decent. In the Western tradition, ethical theories typically are divided into two kinds: theories about *conduct* and theories about *character*. Theories about conduct emphasize the consequences of leader behavior (teleological approach) or the rules that govern their behavior (deontological approach). Virtue-based theories focus on the character of leaders, and they stress qualities such as courage, honesty, fairness, and fidelity.

Ethics plays a central role in the leadership process. Because leadership involves influence and leaders often have more power than followers, they have an enormous ethical responsibility for how they affect other people. Leaders need to engage followers to accomplish mutual goals; therefore, it is imperative that they treat followers and their ideas with respect and dignity. Leaders also play a major role in establishing the ethical climate in their organization, and that role requires leaders to be particularly sensitive to the values and ideals they promote.

Several prominent leadership scholars (Heifetz, Burns, and Greenleaf) have made unique contributions to our understanding of ethical leadership. The theme common to all three writers is an ethic of caring, which pays attention to followers' needs and the importance of leader–follower relationships.

This chapter suggests that sound ethical leadership is rooted in respect, service, justice, honesty, and community. It is the duty of leaders to treat others with *respect*—to listen to them closely and be tolerant of opposing points of view. Ethical leaders *serve* others by being altruistic, placing others' welfare ahead of their own in an effort to contribute to the common good. *Justice* requires that leaders place fairness at the center of their decision making, including the challenging task of being fair to the individual while simultaneously being fair to the common interests of the community. Good leaders are *honest*. They do not lie, nor do they present truth to others in ways that are destructive or counterproductive. Finally, ethical leaders are committed to building *community*, which includes searching for goals that are compatible with the goals of followers and the society as a whole.

Research on ethics and leadership has several strengths. At a time when the public is demanding higher levels of moral responsibility from its leaders, this research provides some direction in how to think about ethical leadership and how to practice it. In addition, this research reminds us that leadership is a moral process. Scholars should include ethics as an integral part of the leadership studies and research. Third, this area of research describes basic principles that we can use in developing real-world ethical leadership.

On the negative side, this research area of ethical leadership is still in an early stage of development. Few studies have been done that directly address the nature of ethical leadership; as a result, the theoretical formulations about the process remain tentative. Second, this area of research relies on the writings of a few individuals whose work has been primarily descriptive and anecdotal. As a result, the development of theory on leadership ethics lacks the traditional empirical support that usually accompanies theories of human behavior. Despite these weaknesses, the field of ethical leadership is wide open for future research. There remains a strong need for research that can advance our understanding of the role of ethics in the leadership process.

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About the Author



Peter G. Northouse (Ph.D., University of Denver) is a professor of communication in the School of Communication at Western Michigan University. For more than 20 years he has taught leadership and organizational communication on both the undergraduate and graduate levels. In addition to several book chapters, he has published many articles in professional journals and is coauthor of *Health Communication: Strategies for Health Professionals* (3rd ed.). His research interests include leadership ethics, transformational leadership, and issues of control in human interaction. He has worked as a consultant in a variety of areas, including leadership development, leadership education, conflict management, and health communication. He holds a doctorate in speech communication from the University of Denver and a master's and bachelor's degree in communication education from Michigan State University.