Contents

Preface to the Third Edition xi

PART I
Introduction to Concepts and Theories of Leadership

1. Concepts of Leadership 3
   The Beginnings • The Meaning of Leadership • Leadership and Headship • An Evolving, Expanding Conceptualization • Summary and Conclusions

2. Typologies and Taxonomies of Leadership 21
   Examples of Classifications • Commonalities in Taxonomies • Summary and Conclusions

3. An Introduction to Theories and Models of Leadership 37
   Personal and Situational Theories • Interaction and Social Learning Theories • Theories and Models of Interactive Processes • Perceptual and Cognitive Theories • Hybrid Explanations • Methods and Measurements • Summary and Conclusions

PART II
Personal Attributes of Leaders

4. Traits of Leadership: 1904-47 59
   Methods • Results • Summary and Conclusions

5. Traits of Leadership: A Followup 78
   Improvements in Methods and Measurements • Comparison of the Reviews of 1948 and 1970 • Factor Analysis of the Traits of Leadership • Summary and Conclusions

6. Leadership and Activity Level 89
   Energy and Assertiveness • Talking and Leading • Time and Effort • Summary and Conclusions

7. Task Competence and Leadership 97
   The Meaning and Effects of Competence • Competence and Leadership • Summary and Conclusions

8. Interpersonal Competence and Leadership 110
   Basic Interpersonal Skills • Social Insight, Empathy, and Leadership • Summary and Conclusions

9. Authoritarianism, Power Orientation, Machiavellianism, and Leadership 124
   The Authoritarian Personality • Authoritarianism and Leadership • Power, Interpersonal Competence, and Leadership • Machiavellianism • Summary and Conclusions

10. Values, Needs, and Well-being of Leaders 140
    Values • Achievement Motivation and Task Orientation • Risk Taking • Concepts of the Self • Health, Well-being, and Leadership • Leaders' Organizational Values, and Orientation • Satisfaction with the Leadership Role • Summary and Conclusions

11. Accorded Status, Esteem, and Leadership 166
    Meaning of Status and Esteem • Status • Esteem • Summary and Conclusions

12. Charismatic, Charismalike, and Inspirational Leadership 184
    The Concept of Charismatic Leadership • The Charismatic Relationship • The Charismatic Leader in Complex Organizations: A Conceptual Examination • Empirical Studies of
Model for Achieving Decision Quality or Subordinate Acceptance • Summary and Conclusions

23. Task- versus Relations-Oriented Leadership 473
   Meanings • Antecedents Contributing to Task Orientation and Relations Orientation • General Consequences of Relations-Oriented and Task-Oriented Leadership • Blake and Mouton’s Grid Theory • Situational Contingencies Affecting Outcomes • The Hersey-Blanchard Situational Leadership Model • Fiedler’s Contingency Model of Leadership • Summary and Conclusions

24. Consideration, Initiating Structure, and Related Factors for Describing the Behavior of Leaders 511
   A Behavioral Approach • Psychometric Properties • Alternative and Additional Scales • Behavioral Descriptions of the Ideal Leaders’ Antecedents and Correlates of Consideration and Initiation of Structure • General Effects on Productivity, Satisfaction, and Other Criteria • Contingencies in the Effects of Consideration and Initiation • Causal Effects • Summary and Conclusions

25. Laissez-faire Leadership versus Motivation to Manage 544
   Relations among Leadership Styles • Laissez-faire Leadership • Motivation to Lead and to Manage • Summary and Conclusions

PART VI
Situational Moderators

26. Leadership, Environment, and Organization 563
   Leadership Situations • Leadership and the External Environment • Organizations and Leadership • Leadership and Organizational Constraints • Leadership and Organizational Culture • Summary and Conclusions

27. Leaders and Their Immediate Groups 595
   Importance of the Group • The Group’s Development • Effects of Groups on Their Leaders • Impact of the Leader on the Group’s Drive and Cohesiveness • Impact of the Leader on the Assembly Bonus Effect • Summary and Conclusions

28. Leadership, Task, and Technology 613
   The Leader’s Competence and the Requirements of Tasks • Important Dimensions of Tasks • Path-Goal Theory: The Explanation of Task Effects on Leadership • Summary and Conclusions

29. Stress and Leadership 634
   The Nature of Stress • A Model of Group Responses to Stress • Leadership Under Stress • Successful but Not Necessarily Effective Leadership • Stress and Effectiveness as a Leader • Transformational Leadership and Dealing with Stress • Summary and Conclusions

30. Space, Networks, Leadership, and Its Substitutes 658
   Importance of Spatial and Social Arrangements • Leadership and Physical Space • Leadership and Psychological Space • Leadership and Psychosocial Distance • Networks • Leadership in Experimental Communication Networks • Substitutes for Leadership • Summary and Conclusions

31. Persistence, Transfer, and Succession of Leadership 687
   Persistence • Transfer of Leadership • Succession • Summary and Conclusions

PART VII
Diverse Groups

32. Women and Leadership 707
   The Rise in Women Leaders and Managers • Constraints on Opportunities for Leadership • Male-Female Differences in Leadership Potential • Male-Female
Differences in Leadership Style • Success and Effectiveness of Women Leaders • Moderating Effects of Subordinates, Task, and Situation • Career Advancement of Women Leaders and Managers • Summary and Conclusions

33. Leadership, Blacks, Hispanics, and Other Minorities
Blacks and Leadership • Performance of Blacks and Whites as Leaders • Other Minorities and Leadership • Summary and Conclusions

34. Leadership in Different Countries and Cultures
The Importance and Pace of Internationalization • Issues of Consequence • Origins of Leaders • Culture, Country, and Attributes of Leadership • Differences in Leadership Across Cultures • Styles of Leadership • Leadership in the Multinational Firm • Summary and Conclusions

35. Development, Education, and Training for Leadership and Management
Development Issues • Educational Issues • Career Issues • Value of Training • Methods of Leadership Training • On-the-Job Leadership Training and Development • Purposes and Content of Leadership Training • Programmatic Applications • Factors That Affect Training Outcomes • Summary and Conclusions

36. Assessment and Forecasting of Leaders’ and Managers’ Performance
Judgmental Approaches • Mechanical Methods • Judgments Integrated with Mechanical Methods • Assessment Centers • Summary and Conclusions

37. Leadership Issues for the Twenty-first Century
Considerations in Looking Ahead • Methodological Issues • Substantive Issues • Summary and Conclusions

PART VIII
Improving Leadership and Leadership Research

807

Methods of Leadership Training • On-the-Job Leadership Training and Development • Purposes and Content of Leadership Training • Programmatic Applications • Factors That Affect Training Outcomes • Summary and Conclusions

857

Judgmental Approaches • Mechanical Methods • Judgments Integrated with Mechanical Methods • Assessment Centers • Summary and Conclusions

879

Considerations in Looking Ahead • Methodological Issues • Substantive Issues • Summary and Conclusions

915

Glossary

925

References

1115

Author Index

1149

Subject Index