

# Detailed Contents

<b>Preface</b>	<b>xvii</b>
<b>1. Introduction</b>	<b>1</b>
Leadership Defined	2
<i>Ways of Conceptualizing Leadership</i>	5
<i>Definition and Components</i>	6
Leadership Described	7
<i>Trait Versus Process Leadership</i>	7
<i>Assigned Versus Emergent Leadership</i>	8
<i>Leadership and Power</i>	10
<i>Leadership and Coercion</i>	12
<i>Leadership and Management</i>	13
Plan of the Book	15
Summary	16
References	17
<b>2. Trait Approach</b>	<b>19</b>
Description	19
<i>Intelligence</i>	23
<i>Self-Confidence</i>	24
<i>Determination</i>	24
<i>Integrity</i>	25
<i>Sociability</i>	26
<i>Five-Factor Personality Model and Leadership</i>	26
<i>Emotional Intelligence</i>	27
How Does the Trait Approach Work?	29
Strengths	30
Criticisms	30

Application	32
Case Studies	32
<i>Case 2.1 Choosing a New Director of Research</i>	33
<i>Case 2.2 A Remarkable Turnaround</i>	34
<i>Case 2.3 Recruiting for the Bank</i>	36
Leadership Instrument	37
<i>Leadership Trait Questionnaire (LTQ)</i>	38
Summary	40
References	41
<b>3. Skills Approach</b>	<b>43</b>
Description	43
<i>Three-Skill Approach</i>	44
Technical Skill	44
Human Skill	44
Conceptual Skill	45
Summary of the Three-Skill Approach	46
<i>Skills Model</i>	47
Competencies	48
Individual Attributes	52
Leadership Outcomes	53
Career Experiences	54
Environmental Influences	55
Summary of the Skills Model	56
How Does the Skills Approach Work?	56
Strengths	57
Criticisms	58
Application	59
Case Studies	60
<i>Case 3.1 A Strained Research Team</i>	60
<i>Case 3.2 A Shift for Lieutenant Colonel Adams</i>	62
<i>Case 3.3 Andy's Recipe</i>	64
Leadership Instrument	66
<i>Skills Inventory</i>	67
Summary	69
References	70
<b>4. Behavioral Approach</b>	<b>71</b>
Description	71
<i>The Ohio State Studies</i>	72
<i>The University of Michigan Studies</i>	73
<i>Blake and Mouton's Managerial (Leadership) Grid</i>	74
Authority–Compliance (9,1)	75

Country-Club Management (1,9)	5
Impoverished Management (1,1)	5
Middle-of-the-Road Management (5,5)	6
Team Management (9,9)	7
<i>Paternalism/Maternalism</i>	7
<i>Opportunism</i>	7
How Does the Behavioral Approach Work?	8
Strengths	0
Criticisms	1
Application	1
Case Studies	2
<i>Case 4.1 A Drill Sergeant at First</i>	3
<i>Case 4.2 Eating Lunch Standing Up</i>	4
<i>Case 4.3 We Are Family</i>	5
Leadership Instrument	7
<i>Leadership Behavior Questionnaire</i>	8
Summary	0
References	1
<b>5. Situational Approach</b>	<b>3</b>
Description	3
<i>Leadership Styles</i>	4
<i>Development Levels</i>	6
How Does the Situational Approach Work?	7
Strengths	8
Criticisms	9
Application	12
Case Studies	13
<i>Case 5.1 Marathon Runners at Different Levels</i>	13
<i>Case 5.2 Why Aren't They Listening?</i>	15
<i>Case 5.3 Getting the Message Across</i>	17
Leadership Instrument	18
<i>Situational Leadership® Questionnaire: Sample Items</i>	19
Summary	12
References	13
<b>6. Path-Goal Theory</b>	<b>15</b>
Description	15
<i>Leader Behaviors</i>	17
Directive Leadership	17
Supportive Leadership	17
Participative Leadership	18
Achievement-Oriented Leadership	18

<i>Team Leadership Model</i>	366
Team Effectiveness	367
Leadership Decisions	372
Leadership Actions	377
How Does the Team Leadership Model Work?	381
Strengths	382
Criticisms	383
Application	384
Case Studies	385
<i>Case 14.1 Can This Virtual Team Work?</i>	385
<i>Case 14.2 They Dominated the Conversation</i>	386
<i>Case 14.3 Starts With a Bang, Ends With a Whimper</i>	387
Leadership Instrument	389
<i>Team Excellence and Collaborative</i>	
<i>Team Leader Questionnaire</i>	391
Summary	393
References	393
<b>15. Gender and Leadership</b>	<b>397</b>
<i>Crystal L. Hoyt and Stefanie Simon</i>	
Description	397
<i>The Glass Ceiling Turned Labyrinth</i>	398
Evidence of the Leadership Labyrinth	398
Understanding the Labyrinth	399
Gender Differences in Leadership Styles and Effectiveness	401
Navigating the Labyrinth	406
Strengths	409
Criticisms	410
Application	411
Case Studies	411
<i>Case 15.1 The "Glass Ceiling"</i>	412
<i>Case 15.2 Lack of Inclusion and Credibility</i>	413
<i>Case 15.3 Pregnancy as a Barrier to Job Status</i>	414
Leadership Instrument	415
<i>The Gender-Leader Implicit Association Test</i>	416
Summary	419
References	420
<b>16. Culture and Leadership</b>	<b>427</b>
Description	427
<i>Culture Defined</i>	428
<i>Related Concepts</i>	428

	Ethnocentrism	48
	Prejudice	49
	<i>Dimensions of Culture</i>	40
	Uncertainty Avoidance	41
	Power Distance	42
	Institutional Collectivism	42
	In-Group Collectivism	42
	Gender Egalitarianism	43
	Assertiveness	43
	Future Orientation	43
	Performance Orientation	44
	Humane Orientation	44
	<i>Clusters of World Cultures</i>	44
	<i>Characteristics of Clusters</i>	46
	Anglo	47
	Confucian Asia	47
	Eastern Europe	47
	Germanic Europe	47
	Latin America	48
	Latin Europe	48
	Middle East	48
	Nordic Europe	49
	Southern Asia	49
	Sub-Saharan Africa	49
	<i>Leadership Behavior and Culture Clusters</i>	49
	Eastern Europe Leadership Profile	41
	Latin America Leadership Profile	41
	Latin Europe Leadership Profile	41
	Confucian Asia Leadership Profile	43
	Nordic Europe Leadership Profile	43
	Anglo Leadership Profile	44
	Sub-Saharan Africa Leadership Profile	45
	Southern Asia Leadership Profile	45
	Germanic Europe Leadership Profile	46
	Middle East Leadership Profile	46
	<i>Universally Desirable and Undesirable</i>	
	<i>Leadership Attributes</i>	48
	Strengths	49
	Criticisms	50
	Application	51
	Case Studies	52
	<i>Case 16.1 A Challenging Workplace</i>	52
	<i>Case 16.2 A Special Kind of Financing</i>	54
	<i>Case 16.3 Whose Hispanic Center Is It?</i>	56

438	Leadership Instrument	458
439	<i>Dimensions of Culture Questionnaire</i>	459
430	Summary	464
431	References	465
432		
	<b>Author Index</b>	<b>467</b>
	<b>Subject index</b>	<b>477</b>
	<b>About the Author</b>	<b>491</b>
	<b>About the Contributors</b>	<b>493</b>
434		481
434	Leadership Instrument	482
436	<i>Quantitative of Organizational and Cultural</i>	
437	<i>Team Leader Questionnaire</i>	492
437	Summary	492
437	References	494
437	Germanic Europe	
438	Latin America	
438	Latin Europe	494
438	Middle East	
439	Nordic Europe	495
439	Southern Asia	496
439	Sub-Saharan Africa	496
439	Leadership Behavior and Culture Change	
441	Eastern Europe Leadership Profile	497
441	Latin America Leadership Profile	498
441	Latin Europe Leadership Profile	498
443	Canadian Asia Leadership Profile	499
443	Nordic Europe Leadership Profile	499
444	Anglo Leadership Profile	500
445	Sub-Saharan Africa Leadership Profile	500
445	Southern Asia Leadership Profile	501
446	Germanic Europe Leadership Profile	501
446	Middle East Leadership Profile	502
448	Universally, Democratic and Undemocratic	502
448	Leadership Dimensions	503
449	Summary	503
450	References	503
451		
452	Culture and Leadership	504
452	Case 10.1 A Challenging Workplace	504
454	Case 10.2 A Special Kind of Financially Deficient	504
456	Case 10.3 When Hispanic Culture Is the Key to Success	504