

Contents

Preface x

Acknowledgments xiii

Introduction: Setting the Stage 1

- What Is Leadership? 2
- The Importance of Leadership 2
- Three Types of Leaders 3
- How Many Leaders Are There? 4
- How Qualities of the Individual and Environmental Factors Influence the Leadership Process 4
 - Qualities of the Individual 4
 - Environmental Factors 5
 - Interaction between the Individual and the Environment 5
- Where Leaders Learn to Lead and What People Want in a Leader 6
- Exercise I-1: Personalizing Leadership 7
- Satisfactions and Frustrations of Leaders 9
 - Satisfactions of Leaders 9
 - Frustrations of Leaders 9
- Caring Leadership 10
- Leadership in the Work Setting 11
- Nine Key Areas of Leadership 12

- Introduction Summary 12
- Answer Key for Introduction Summary 13

Part 1 Leadership Variables 15

Unit 1 The Leadership Equation 16

- Leadership Trait Theory 16
- Exercise 1-1: Six Traits of Leadership 17
- Leadership Behavior Theory 19
- Exercise 1-2: Two Dimensions of Leadership 21
- Leadership Contingency Theory 23
 - Matching Qualities of Leaders, Characteristics of Followers, and the Nature of the Situation 23
- Transformational Leadership 23

Unit 2 Leadership Qualities 26

- Exercise 2-1: Ten Leadership Qualities—How Do You Rate? 29

Unit 3 Characteristics of Followers 31

- The Importance of Trust 31
- Exercise 3-1: Interpersonal Trust Scale 33

Unit 4 Situational Factors 37

- Different Kinds of Intelligence 38
- Exercise 4-1: Indicator of Multiple Intelligences 39
- Styles of Leading 45
- Exercise 4-2: What Is Your Leadership Style? 47
- Leadership Effectiveness Today 50

- Part One Summary 52
- Answer Key for Part One Summary 52
- Reflection Points 53
- Action Assignment 53

Part 2 The Power of Vision 55

Unit 5 The Importance of Vision 56

- Examples of Powerful Visions 56
- Vision as an Ideal 57
- Leader as Visionary and Motivator of People 57
- Leadership Effectiveness 59
- Exercise 5-1: Leadership Assessment 61
- The Concept of Visioning 63
 - Visioning Process Principles 63
 - Visioning Content Principles 63
 - Visioning Application Principles 64
- Why Create a Vision? 65
- Requirements for an Effective Vision 66

Unit 6 The Motive to Lead 67

- Exercise 6-1: Social Motives in the Work Setting 69

Unit 7 Organizational Climate 72

- Exercise 7-1: Organizational Climate Questionnaire 73
- Patterns of Leadership 75
 - Pattern I Leadership (Exploitive) 75
 - Pattern II Leadership (Impoverished) 75
 - Pattern III Leadership (Supportive) 76
 - Pattern IV Leadership (Enlightened) 76
- Building Community in the Workplace 77

- Part Two Summary 78
- Answer Key for Part Two Summary 79
- Reflection Points 79
- Action Assignment 80

Part 3 The Importance of Ethics 81**Unit 8 Leadership Ethics 82**

- Exercise 8–1: Moral Dilemmas 83
- No Easy Subject 85
- The Roots of Ethics 85
 - The Secular Tradition 85
 - The Religious Tradition 85
- Ethics, Humankind, and Other Animals 86
- Moral Development 87
- Levels of Morality 88
- Virtue: The Nature of Level III, Stage 6 Morality 90
- Ethics and the Legal Department 91

Unit 9 The Role of Values 92

- Value Ideals and the Importance of Courage 93
- Honesty as a Leadership Value 94
- Full-Swing Values 94
- Leadership and Values 96
- Exercise 9–1: Workplace Values and Leadership Actions 99
- Personal Values 101
- Exercise 9–2: Personal Values—What Is Important to You? 103

Unit 10 Ethics at Work 112

- Ethical Climates of Organizations 113
- Exercise 10–1: Organizational Ethics 115
- Part Three Summary 117
- Answer Key for Part Three Summary 117
- Reflection Points 118
- Action Assignment 118

Part 4 The Empowerment of People 119**Unit 11 Leadership Authority 120**

- Servant Leadership 121
 - Access, Communication, and Support 122
- Participative Leadership Philosophy 123
- The Leadership Position 125
 - Negative Consequences in the Use of Power 126
 - Sources of Leadership Power 126
- Exercise 11–1: What Type of Power Does Your Supervisor Use? 127
- Psychological Size and Two-Way Communication 129
 - Lessons from Gandhi 132

Unit 12 Empowerment in the Workplace 133

- Principles of an Empowered Workplace 134
- Characteristics of an Empowered Workplace 135
- The Importance of Communication 135

- The High-Performance Workplace 136
- Improving Performance across Companies 137
- Leadership Challenge 137

Unit 13 The Quality Imperative 138

- W. Edwards Deming 138
 - The Deming Way 140
- Philosophical Roots of the Quality Movement 141
 - Beginning with Taylor 141
 - The Human Relations School 141
 - Experiments in Participative Management 142
- Quality Synthesis 142
- Improving Performance through Quality Initiatives 143
 - Background 143
 - Financial Benefits of Improving Quality 144
- Part Four Summary 144
- Answer Key for Part Four Summary 145
- Reflection Points 145
- Action Assignment 146

Part 5 Leadership Principles 147**Unit 14 Effective Leadership 148**

- Exercise 14–1: Leadership Report Card 149
- Work Morale 155
 - Raising Employee Morale 155
 - Work Morale and the Role of the Leader 155
- Practical Leadership Tips 156
- Morale of the Leader 157
- Psychological Health and the Concept of Flow 157
- Job Design and Work Satisfaction 158

Unit 15 Human Relations 159

- Human Relations in the Workplace 159
- Basic Beliefs about People 160
- Trust and Respect in Human Relations 160
- Exercise 15–1: The Dyadic Encounter 161
- The Enlightened Workplace 163

Unit 16 The Team Concept 165

- Exercise 16–1: Characteristics of an Effective Group 167
 - Positive versus Negative Group Member Roles 169
 - Designing Teams for Success 170
- Exercise 16–2: Problem-Solving Styles—Darwin, Einstein, Socrates, and Henry Ford 171
- Leader as Team Builder 177
 - The Importance of Hiring and Developing Winners 177
 - How to Create a High-Performance Team 177

Stages in the Life of a Group 178
 Avoiding Groupthink 181
 Team Building Interventions and
 Techniques 183
 Exercise 16-3: Team Excellence 185
 The Role of the Leader in the Team
 Concept 187

Part Five Summary 187
 Answer Key for Part Five Summary 188
 Reflection Points 189
 Action Assignment 189

Part 6 Understanding People 191

Unit 17 Human Behavior 193

Psychological Forces 193
 Exercise 17-1: Characteristics of the Self-
 Actualized Person 197
 Motivation in the Workplace 199
 Exercise 17-2: Motivation at Work 201
 Why People Do What They Do 207

Unit 18 The Art of Persuasion 209

Exercise 18-1: What Is Your EI at Work? 211
 Elements of the Art of Persuasion 213
 An Understanding of People 213
 The Effective Use of Words 213
 The Ability to Manage Conflict 214
 Exercise 18-2: Styles of Conflict 217

Unit 19 The Diversity Challenge 219

Managing Diversity 220
 Diversity Prescription 221
 Benefits of Diversity 221
 Diversity Strategies and Techniques 222
 What Individuals Can Do 222
 What Organizations Can Do 223
 Why Tolerance Is Important 223
 Gender Diversity in the Workplace 225
 Communication across Genders 225
 Women in Leadership Positions 226
 Leadership, Diversity, and Personal
 Example 228

Part Six Summary 229
 Answer Key for Part Six Summary 229
 Reflection Points 230
 Action Assignment 230

Part 7 Multiplying Effectiveness 231

Unit 20 Effective Delegation 232

Delegation Success Story 233
 Exercise 20-1: Delegation Diagnosis 235
 Rules for Effective Delegation 237

Unit 21 How to Assign Work 239

Career Stages, Nature of Work, and Focus
 of Work 240
 Management Roles and Skills 241
 Exercise 21-1: Functions and Levels of
 Management—In-Box Practice 245
 The Vital Shift—Moving from Doer to Coordinator
 to Thinker 247
 The New-Job Tryout 247

Unit 22 The Role of Personality 248

Exercise 22-1: Interpersonal Style
 Questionnaire 249
 Types of People and Types of Culture 253
 Understanding Others 254
 Dealing with Different Types of People 257
 Solving Personality Differences 258
 Leadership Needs and Organizational Contributions
 of Different Styles 259
 Mixing Personalities to Strengthen the
 Group 259
 Interpersonal Styles and Leadership
 Effectiveness 260

Part Seven Summary 261
 Answer Key for Part Seven Summary 261
 Reflection Points 262
 Action Assignment 263

Part 8 Developing Others 265

Unit 23 The Leader as Teacher 266

Exercise 23-1: Numbers Never Lie 269
 The Development of Others 271
 Types of Teacher/Leaders 271
 Principles of Developing Others 272
 Training in the Workplace 274
 Developing Leaders 275
 The Employer–Employee Relationship 276
 What Employers Want in an
 Employee 276
 How to Attract and Keep Good People 276

Unit 24 Helping People Through Change 278

- Change in the Workplace 278
- Managing People Through Change 279
 - Rules to Guide Leaders in Implementing Change 280
- Understanding Complex Organizational Change 281
- Myths and Realities in Dealing with Change 282
- The Importance of Attitude 283
 - Strategies for Dealing with Change 284
- Initiating Change 285

Unit 25 Burnout Prevention 286

- Exercise 25-1: Up in Smoke—Are You Burned Out? 289
- Dealing with Burnout 291
- The Leader's Role in Burnout Prevention 291
- Job Stress 292
- Stress at Work and Public Policy 293
- Women, Work, and Stress 294
- The Executive Monkey Studies 295

- Part Eight Summary 297
- Answer Key for Part Eight Summary 298
- Reflection Points 298
- Action Assignment 299

Part 9 Performance Management 301**Unit 26 Managing Performance 302**

- Exercise 26-1: The Performance Management Lab 305
- Taking Aim and Taking Stock 307
- Setting Performance Objectives 307
- Conducting Performance Reviews 308
- Exercise 26-2: How Does Your Supervisor Rate? 311

Unit 27 Professional Performance 313

- Exercise 27-1: The Performance Pyramid 315
- Improving Performance 319
 - Statesmanship 319
 - Entrepreneurship 320
 - Innovation 323
- You Can Improve If You Want To 325
- Performance Success Story—A Case in Point 327
- Five Levels of Performance Excellence 327
- Organizational Performance 328
- Exercise 27-2: Benchmarking the Best 329
- Improving Performance through Behavior Modification 331
 - Improving Employee Performance in the Transportation Industry 331

Unit 28 Sustaining Discipline 333

- Taking Corrective Action 333

- Part Nine Summary 336
- Answer Key for Part Nine Summary 336
- Reflection Points 337
- Action Assignment 338

Conclusion: Challenge and Charge 339

- The Road Ahead 339
- Nine Key Areas of Leadership 340
- Exercise C-1: Personal Analysis of Leadership 341
- Leaders Who Care 343
- Learning from Lincoln 344
- Going Forward 345

Endnotes 347**Glossary 363****Index 369**