

INTERNATIONAL STUDENT EDITION

EFFECTIVE LEADERSHIP

Third Edition

Lussier / Achua

Not for Sale in the
United States

Brief Contents

Preface xi

PART 1 Individuals as Leaders

- 1 Who Is a Leader? 2
- 2 Leadership Traits and Ethics 24
- 3 Leadership Behavior and Motivation 62
- 4 Influencing: Power, Politics, Networking, and Negotiation 100
- 5 Contingency Leadership Theories 138

PART 2 Team Leadership

- 6 Communication, Coaching, and Conflict Skills 170
- 7 Leader/Follower Relations 208
- 8 Team Leadership and Self-Managed Teams 246

PART 3 Organizational Leadership

- 9 Charismatic and Transformational Leadership 298
- 10 Leadership of Culture and Diversity, and the Learning Organization 334
- 11 Strategic Leadership and Managing Crises and Change 390

Glossary 429

Endnotes 435

Index 461

Contents

PART 1 Individuals as Leaders

CHAPTER 1

WHO IS A LEADER? 2

Leadership Is Everyone's Business 4

- Why Leadership Is Important 4 • Defining Leadership 5 • *Self-Assessment 1: Leadership Potential* 6 • Are Leaders Born or Made? 9

Leadership Managerial Roles 10

- Interpersonal Roles 10 • Informational Roles 11 • Decisional Roles 12

Levels of Analysis of Leadership Theory 14

- Individual Level of Analysis 15 • Group Level of Analysis 15 • Organizational Level of Analysis 15 • Interrelationships among the Levels of Analysis 16

Leadership Theory Paradigms 17

- The Trait Theory Paradigm 17 • The Behavioral Leadership Theory Paradigm 18 • The Contingency Leadership Theory Paradigm 18 • The Integrative Leadership Theory Paradigm 19 • From the Management to the Leadership Theory Paradigm 19

Objectives of the Book 19

- Leadership Theory 20 • Application of Leadership Theory 21 • Leadership Skill Development 21 • Flexibility 22

Organization of the Book 22

Case: Scott Livingood—Krispy Kreme 23

CHAPTER 2

LEADERSHIP TRAITS AND ETHICS 24

Personality Traits and Leadership 26

- Self-Assessment 1: Personality Profile* 26 • Personality and Traits 27 • The Big Five Model of Personality 28 • Personality Profiles 30 • Detailed Leadership Traits 31

Traits of Effective Leaders 32

- Dominance 32 • High Energy 32 • Self-Confidence 33 • Locus of Control 33 • Stability 33 • Integrity 34 • Intelligence 35 • Flexibility 36 • Sensitivity to Others 36

The Personality Profile of Effective Leaders 38

- Achievement Motivation Theory 38 • Leader Motive Profile Theory 39 • *Self-Assessment 2: Motive Profile* 40 • *Self-Assessment 3: Motive Profile with Socialized Power* 41

Leadership Attitudes 43

- Self-Assessment 4: Leadership Interest* 43 • Theory X and Theory Y 45 • *Self-Assessment 5: Theory X and Theory Y Attitudes* 45 • The Pygmalion Effect 46 • Self-Concept 47 • How Attitudes Develop Leadership Styles 49

Ethical Leadership 49

- Self-Assessment 6: How Ethical Is Your Behavior?* 50 • Does Ethical Behavior Pay? 52 • How Personality Traits and Attitudes, Moral Development, and the Situation Affect Ethical Behavior 52 • How People Justify Unethical Behavior 55 • Simple Guides to Ethical Behavior 56 • Stakeholder Approach to Ethics 57 • Being an Ethical Leader 57

Case: Bill Gates—Microsoft 58

CHAPTER 3

LEADERSHIP BEHAVIOR AND

MOTIVATION 62

Leadership Behavior and Styles 64

- Leadership Behavior 64 • Leadership Styles and the University of Iowa Research 65

University of Michigan and Ohio State University Studies 66

- University of Michigan: Job-Centered and Employee-Centered Behavior 66 •

Self-Assessment 1: Your Leadership Style	67 •	Networking	121	
Ohio State University: Initiating Structure and Consideration Behavior	68 •	<i>Self-Assessment 3: Networking</i>	122 • Perform a Self-Assessment and Set Goals	
Leadership Models—and Their Contributions	70	123 • Create Your One-Minute Self-Sell	124 • Develop Your Network	
The Leadership Grid	70	125 • Conduct Networking Interviews	127 • Maintain Your Network	
Leadership Grid Theory	70 • Leadership Grid and High-High Leader Research and Contributions	Negotiation	128	
72 • <i>Self-Assessment 2: Your Personality Traits and Leadership Styles</i>	73	<i>Self-Assessment 4: Negotiating</i>	128 • Negotiating	
Leadership and Major Motivation Theories	74	129 • The Negotiation Process	129	
Motivation and Leadership	74 • The Motivation Process	Ethics and Influencing	135	
An Overview of Three Major Classifications of Motivation Theories	75	<i>Case:</i> Carlton Petersburg—Department of Leadership	138	
Content Motivation Theories	75	CHAPTER 5		
Hierarchy of Needs Theory	76 • Two-Factor Theory	CONTINGENCY LEADERSHIP THEORIES		
78 • <i>Self-Assessment 3: Job Motivators and Maintenance Factors</i>	79 • Acquired Needs Theory	138		
Theory	81 • The Need to Balance Professional and Personal Needs	Contingency Leadership Theories and Models	140	
82	82	Leadership Theories versus Leadership Models	140	
Process Motivation Theories	83	140 • Contingency Theory and Model Variables	141	
Equity Theory	83 • Expectancy Theory	140 • Global Contingency Leadership	141	
84 • Goal Setting Theory	86	Contingency Leadership Theory and Model	142	
Reinforcement Theory	89	Leadership Style and the LPC	143 • Situational Favorability	
Types of Reinforcement	90 • Schedules of Reinforcement	143 • <i>Self-Assessment 4: Your Fiedler LPC Leadership Style</i>	144 • Determining the Appropriate Leadership Style	
91 • You Get What You Reinforce	92 • Motivating with Reinforcement	144 • Research	147	
93 • Giving Praise	94	Leadership Continuum Theory and Model	148	
Putting the Motivation Theories Together within the Motivation Process	96	Path-Goal Leadership Theory and Model	151	
<i>Case:</i> Art Friedman—Friedmans Microwave Ovens	97	Situational Factors	152	
CHAPTER 4				
INFLUENCING: POWER, POLITICS, NETWORKING, AND NEGOTIATION				
Power	100	• Leadership Styles	152	
Sources of Power	102 • Types of Power and Influencing Tactics, and Ways to Increase Your Power	• Research	153	
103 • <i>Self-Assessment 1: Influencing Tactics, Power, and Personality Traits</i>	114 • Acquiring and Losing Power	Normative Leadership Theory and Models	155	
114	114	Leadership Participation Styles	155 • Model Questions to Determine the Appropriate Leadership Style	
Organizational Politics	115	156 • Selecting the Time-Driven or Development-Driven Model for the Situation	159	
The Nature of Organizational Politics	115 • Political Behavior	• Determining the Appropriate Leadership Style	160	
115 • <i>Self-Assessment 2: Use of Political Behavior</i>	116 • Guidelines for Developing Political Skills	Putting the Behavioral and Contingency Leadership Theories Together	161	
118	118	Prescriptive and Descriptive Models	163	
Leadership Substitutes Theory				
Substitutes and Neutralizers				
164 • Leadership Style				
164 • Changing the Situation				
164 • Research				
165 • <i>Self-Assessment 2: Your Personality and Contingency Leadership Theories</i>				
<i>Case:</i> Hank Thornton—Mecor				

PART 2 Team Leadership

CHAPTER 6

COMMUNICATION, COACHING, AND CONFLICT SKILLS 170

Communication 172

- Communication and Leadership 172 • Sending Messages and Giving Instructions 172 • Receiving Messages 176 • *Self-Assessment 1: Listening Skills* 177

Feedback 180

- The Importance of Feedback 180 • Common Approaches to Getting Feedback on Messages—and Why They Don't Work 182 • How to Get Feedback on Messages 183 • 360-Degree Multirater Feedback 184

Coaching 185

- Coaching and Leadership 185 • How to Give Coaching Feedback 185 • What Is Criticism and Why Doesn't It Work? 189 • The Coaching Model for Employees Who Are Performing Below Standard 191 • Mentoring 193

Managing Conflict 194

- The Psychological Contract 194 • Conflict and Leadership 195 • Conflict Management Styles 195

Collaborating Conflict Management Style

Models 200

- Initiating Conflict Resolution 201 • Responding to Conflict Resolution 202 • Mediating Conflict Resolution 202 • *Self-Assessment 2: Your Personality Traits and Communication, Feedback, Coaching, and Conflict Management Style* 204

Case: Lawrence Weinbach—Unisys Corporation 205

CHAPTER 7

LEADER/FOLLOWER RELATIONS 208

Evolution of the Dyadic Theory 210

- Vertical Dyadic Linkage (VDL) Theory 211 • *Self-Assessment 3: Dyadic Relationship with Your Manager* 212 • Leader-Member Exchange (LMX) Theory 214 • Team Building 215 • Systems and Networks 216

Leader-Member Exchange Theory 217

- The Influence of LMX on Follower Behavior 218 • *Self-Assessment 2: In-Group and Out-Group* 220 • Strategies for Developing Positive Leader-Member Relations 220 • Limitation of LMX Application 222 • *Self-Assessment 3: Your LMX Relationship with Your Manager* 222 • Factors that Determine LMX Quality 223 • Bias in LMX: Employee Career Implications 225

Followership 225

- The Effective Follower, and Follower Types 226 • *Self-Assessment 4: Effective Followership* 229 • Guidelines to Becoming an Effective Follower 229 • Determinants of Follower Influence 231 • Effective Leader Feedback 236 • Dual Role of Being a Leader and a Follower 238

Delegation 239

- Delegating 239 • Delegation Decisions 240 • *Self-Assessment 5: Followership and Personality* 242

Case: W. L. Gore & Associates 244

CHAPTER 8

TEAM LEADERSHIP AND SELF-MANAGED TEAMS 246

The Use of Teams in Organizations 248

- Groups versus Teams: What Is the Difference? 250 • Advantages and Disadvantages of Teamwork 251 • *Self-Assessment 1: Assessing Teamwork in Your Group* 254 • Characteristics of Effective Teams 254 • *Self-Assessment 2: Assessing the Climate for Creativity* 262

Types of Teams 262

- Functional Teams 263 • Cross-Functional Team 264 • Self-Managed Team (SMT) 267

Decision Making in Teams 269

- Team versus Individual Decision Making 269 • *Self-Assessment 3: Personality Traits and Teams* 271 • Leader-Centered versus Group-Centered Approaches 272 • Normative Leadership Model 274

Leadership Skills for Effective Team Meetings	274
Planning Meetings	274 • Conducting
Meetings	276 • Handling Problem
Members	277
Self-Managed Teams	279
The Nature of Self-Managed Teams	280 • The
Benefits of Self-Managed Teams	283 • Factors
That Influence Self-Managed Team	

PART 3 Organizational Leadership

CHAPTER 9

CHARISMATIC AND TRANSFORMATIONAL LEADERSHIP 298

Personal Meaning 301

Factors That Influence Personal Meaning 301

Charisma 305

Weber's Conceptualization of Charisma 305 •

Locus of Charismatic Leadership 306 •

Behavioral Components of Charisma 307

Charismatic Leadership 309

The Effects of Charismatic Leadership 310 •

Qualities of Charismatic Leaders 312 •

How One Acquires Charismatic Qualities 316 •

Charisma: A Double-Edged Sword 317

Transformational Leadership 319

Charismatic versus Transformational,

Leadership 320 • Transformational Leader

Behaviors and Attributes 322 • Transformational

versus Transactional Leadership 324 •

Self-Assessment 1: Are You More of a Transactional or Transformational Leader? 324

• The Transformation Process 327

Stewardship and Servant Leadership 328

The Nature of Stewardship and Servant

Leadership 328 • Framework for

Stewardship 329 • Framework for Servant

Leadership 330 • *Self-Assessment 2: Personality and Charismatic and Transformational Leadership* 331

Case: William Perez Replaces Phil Knight as CEO of Nike, Inc. 332

Effectiveness 284 • Guidelines for Improving Self-Managed Team Effectiveness 289

The Changing Role of Leadership in Self-Managed Teams 291

The Self-Managed Team Facilitator 292 • The Challenges of Implementing Self-Managed Teams 294

Case: Frederick W. Smith—Federal Express 295

CHAPTER 10

LEADERSHIP OF CULTURE AND DIVERSITY, AND THE LEARNING ORGANIZATION 334

Creating a High-Performance Culture 336

The Power of Culture 337 • Weak versus Strong

Culture 340 • Characteristics of Low-

Performance Cultures 341 • Characteristics of

High-Performance Cultures 344 • Leaders

as Culture Creators 347 • Cultural Value

Types 353

Value-Based Leadership 357

Self-Assessment 1: Personal Values 358 •

Advocating Ethical Behavior 358 • A Framework of Value Dimensions for Understanding Cultural Differences 361 • Implications for Leadership Practice 364

Changing Demographics and Diversity 365

Current State of Workforce Diversity 366 •

Reasons for Embracing Diversity 368 •

Leadership Initiatives for Achieving Full

Diversity 370

The Learning Organization and Its Culture 378

What Is a Learning Organization? 379 • The

Traditional versus the Learning Organization 380

• The Role of Leaders in Creating a Learning

Organization 381 • *Self-Assessment 2: Personality and Culture, Values, Diversity, and the Learning Organization* 386

Case: Robert Stevens Continues Lockheed Martin's Diversity Initiatives 387

CHAPTER 11**STRATEGIC LEADERSHIP AND MANAGING
CRISES AND CHANGE 390****Strategic Leadership 392**

- Analyzing the Environment 396 • Strategic Vision 398 • Mission Statement 399 • Corporate-Level Objectives 400 • Strategy Formulation 401 • Strategy Implementation 403 • Strategy Evaluation 404

Crisis Leadership 405

- Precrisis Planning 407 • Five-Step Process for Crisis Risk Assessment 410 • Crisis Management 411 • Guidelines for Effective Crisis Communication 414

Leading Change 416

- The Need for Change 417 • The Change Process 417 • Why People Resist Change 421 • Guidelines for Overcoming Resistance to Change 423 • Self-Assessment I: Personality, Leadership, and Change 426

Last Strategic Leadership Sections at EaseMod 426**GLOSSARY 429****ENDNOTES 435****INDEX 451**