

Contents

	Page
Acknowledgments	vii
Foreword	xi
Executive Summary	xiii
1. Introduction	1
The New Models of Leadership	2
Empirical Support	9
Further Assumptions and Propositions	11
2. Commitment, Involvement, Loyalty and Performance	17
The Dynamics of Transformational Leadership and Commitment	22
3. Stress and Transactional/Transformational Leadership	29
Successful But Not Necessarily Effective Leadership in Stress Situations	37
Stress and Effectiveness as a Leader	39
4. Contingencies of Transformational and Transactional Leadership	53
Situations Can Make Some Difference	54
Leadership Contingent or One Best Way?	67
5. Transformational and Transactional Organizational Culture	69
Model Transactional and Transformational Cultures	72
Relations of Organizational Culture to Quality Improvement	79
A Barometer of Transformational/Transactional Leadership Training	80
6. Transformational and Transactional Leadership of Men and Women	81
Evidence of Differences in Transformational Leadership	82
Some Possible Explanations	88
7. Implications of Transformational Leadership for Organizational Policies	91