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Handbook of Leadership; a Survey of Theory and Research

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seeks to remove and, certainly, in the TV era, it will almost surely publicize and dramatize the protest. Professor Sharp devotes considerable space to developing the reverse effect of violent repression—what he calls “the *jiu-jitsu* effect.”

American military officers have not always been unsuccessful in dealing with nonviolent activists. As Sharp notes, Air Force MP's in 1966 dealt effectively with a group of some 200 protesters (mostly children) who sought to block a base entrance. Air Force officers rejected violent tactics in favor of inviting the demonstrators in for a free bus tour of the base—a counteraction that the Associated Press called “one of the coolest bits of public relations in military history.” (p. 693)

It is impossible in such a brief review to even touch on all the basic insights offered by this study. I have pointed out a few themes and examples that Professor Sharp has developed that pertain to the military, but his book contains scores of other themes and examples equally enlightening to the military professional. This book is *not* an antimilitary diatribe; it is instead a very carefully written study of non-violence.

In my opinion, *The Politics of Non-violent Action* is an instant “classic” on its subject. As such it ranks, in importance, equally with Quincy Wright's *A Study of War* and Alfred Mahan's *The Influence of Seapower*.

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Stogdill, Ralph M. *Handbook of Leadership; a Survey of Theory and Research*. New York: Free Press, 1974. 612p.

Leadership is a subject area in which there are few true experts, yet one

meets them every day. Discussion of leadership can be initiated at a moment's notice, especially by those whose responsibility it is to practice it daily, and each person will adhere strongly to his or her viewpoint of what is the “right” or “wrong” approach.

As professor of management sciences and psychology at the Ohio State University and associate director of the Ohio State Leadership Studies from 1946 to 1955, Ralph M. Stogdill has probably read more about leadership than anyone else on earth. In 1966 the Smith Richardson Foundation suggested that the author undertake a systematic analysis and review of the literature on leadership, and since that time Professor Stogdill has abstracted more than 3,000 books and articles, representing four decades of leadership research, and has summarized his findings in this single volume.

The author defined his task as one of summarizing all the published evidence on the given topic. The result has been a sourcebook of experimental findings and one which, by the author's own description “is not intended to entertain, inspire, or offer simple recipes for solutions of leadership problems.” The book is intended for the serious reader who wishes to review accumulated evidence by subject and author and to determine what conclusions have been drawn. A cover-to-cover reading is not recommended for anyone with a passing or relatively narrow interest in the topical area of leadership studies. Any reader, however, regardless of depth of investigation, should be prepared to have popular myths and pet theories laid to rest by the evidence of hard fact.

In preparing the foundation for this book, Professor Stogdill and his assistants prepared many thousands of abstracts and break the literature digested into seven areas: leadership theory, leader personality and behavior, leadership stability and change, emergence of the leadership role, leadership and social

power, leader-follower interactions, and leadership and group performance. These 7 categories are themselves divided into 41 chapters. A final section of the basic text states conclusions, provides a brief summary, and discusses possible directions for future research.

Organization of major areas within their attendant chapters consists of an introductory section or paragraph, followed by a lengthy discussion of the individual subtopic under examination. The author presents both sides of the subtopics, listing authors parenthetically immediately following statements pertaining to their works. Discussion flows smoothly and logically from area to area and chapter to chapter. This arrangement facilitates investigation of leadership in a sequential pattern from a point of basic definition to that of directions for future research. It must be emphasized that a profuse number of authors and works are paraphrased in each chapter, and in recognition of this Professor Stogdill has included a substantial summary and discussion section at the end of each of the seven major areas and smaller summaries at the end of each chapter. Without these, readers possessing less than inspired insight into topic areas would be left much confused while trying to organize their own summaries.

Professor Stogdill's style is objective, almost to the point of offending some colleagues, but it is also clinical enough to withstand anything short of adamant refusal to accept the evidence of hard fact in the face of personal prejudices. Every reader, especially those who practice leadership daily, will find himself in the pages of this book and will find that personal conclusions may not accord with those in the text. Several of the author's conclusions, drawn from a comparison of the basic, work-oriented and person-oriented leader behavior patterns are:

- Letting workers know what to expect and what is expected of them is

the only leadership quality which encourages productivity along with group cohesiveness and worker satisfaction. This is the central factor of leadership, and philosophies of leadership and training methods that undermine this factor destroy the very foundation of leadership.

- Followers are more satisfied with a leader who can predict and influence the decisions of higher-ups.

- Persuasiveness is the most pervasive leadership characteristic. Leaders do not necessarily exhibit a high degree of insight into followers' feelings and motivations or possess the ability to diagnose situations.

- Subordinates respond more favorably to leaders who use the power of personal attraction or expertise than to those who depend on coercion or rewards.

- Testing is ineffective in determining leadership ability. The best yardstick is prior success, although a leader who is effective in one situation may be unable to function in different circumstances.

Other conclusions concern themselves with subjects ranging from the negative effect of continual personnel turnover upon the proper execution of leadership to that of the minimal effect of sensitivity training upon leadership style.

In discussing directions for future research, Professor Stogdill emphasizes that possibilities are far from exhausted and that a prime necessity is to break loose from the existing trend toward repeating what has been done over and over again in the past. This book, with its singular, 150-page bibliography, should serve as an excellent starting point.

The reviewer considers that the author has hit the mark in this magnificent effort toward reducing the current confusion in the study of leadership. Hopefully, through his efforts, library stacks can be reduced. This book is highly recommended for reading by

those who are required to practice leadership, for those who wish to seriously study it, and for those who are responsible for the teaching of the subject.

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Whitson, William H. *The Chinese High Command "A History of Communist Military Politics."* New York: Praeger, 1973. 557p.

Prior to the 20th century, succession in dynastic China was a relatively simple affair of direct inheritance. Despite their functional importance, the members of conciliar bodies had absolutely no claim to the throne. In modern China, however, the inevitable loss of Mao will create a question of succession with significant international consequences. Nevertheless, as Whitson explains in *The Chinese High Command*, the situation may not be as calamitous or grueling as one might assume. Indeed, the absence of Mao may auger an increasingly cohesive and modernized state which will be a more predictable actor on the international stage.

The focus of Whitson's book concerns the politics and machinery of the Chinese power structure in relation to the military. Extremely well organized and researched, the study represents one of the most valuable publications concerning modern China. Whitson has compartmentalized his subject into three principal areas. The sections offer a review of modern China's political and military history, a detailed analysis of the six main army groups, and a conclusory examination of the connections and pressures which are likely to guide Chinese domestic and foreign policy in the future.

The chapters on the formative years of the People's Liberation Army offer a concise background detailing the creation and development of today's armed forces. Together with a

chronological presentation of the major events which forged the Communist military, there is a detailed examination of the early relationships between commanders and their military regions. The value of such personal studies is made apparent by the fact that the same military commanders of the 1930's retain power within their respective regions today. The plethora of names and intricate groupings of commanders, dates, and locations is cumbersome, yet necessary. The names and events which are inextricably interwoven both convey the conspiratorial atmosphere and highlight perhaps the most startling revelation made by Whitson, the degree of power diffusion in modern China. Modern China is not the monolith presently portrayed but a federalist state, balancing power and authority between the central and regional governing bodies. These potential sources of political power, based on either economic or military advantages, become more evident as the question of succession to Mao nears a decisive point. Indeed, the Chinese High Command mirrors a quasi-federalism which could more readily devolve into a feudalistic society, reminiscent of traditional warlordism, rather than evolve into the omniscient Communist state.

The detailed analysis of the military structure also scrutinizes the ethics and style of the military hierarchy which, despite the efforts of Mao and the political forces, remains relatively secure. The military style, comprising the organization, strategy, and tactics of the army retained by the Chinese command, reflects the influence of Russian advisers upon a military fundamentally loyal to the warlord model. The Chinese Communist experiences in the civil war and the Korean conflict indicated a triumph of the Russian warlord model of a conventional army over the peasant army concept advocated by Mao. The conventional style adopted by the military is, ironically, a product of the