Leadership in Organizations

Seventh Edition

Gary Yukl

University at Albany State University of New York



Upper Saddle River, Boston, Columbus, San Francisco, New York Indianapolis, London, Toronto, Sydney, Singapore, Tokyo, Montreal Dubai, Madrid, Hong Kong, Mexico City, Munich, Paris, Amsterdam, Cape Town

Contents

Preface 15

CHAPTER 1 Introduction: The Nature of Leadership
Definitions of Leadership 20
Indicators of Leadership Effectiveness 27
Overview of Major Research Approaches 30
Level of Conceptualization for Leadership Theories 33
Other Bases for Comparing Leadership Theories 38
Organization of the Book 40
Summary 41
Review and Discussion Questions 42
CHAPTER 2 Managerial Traits and Skills 43 Nature of Traits and Skills 43
Research on Leader Traits and Skills 45
Managerial Traits and Effectiveness 52
Managerial Skills and Effectiveness 62
Other Relevant Competencies 65
Situational Relevance of Skills 68
Evaluation of the Trait Research 71
Applications for Managers 72
Summary 73
Review and Discussion Ouestions 74

19

CHAPTER 3 The Nature of Managerial Work 76

Typical Activity Patterns in Managerial Work 77 The Content of Managerial Work 82 87 Demands, Constraints, and Choices Research on Situational Determinants Changes in the Nature of Managerial Work 93 How Much Discretion Do Managers Have? 94 Limitations of the Descriptive Research 95 Applications for Managers 96 Summary 101 Review and Discussion Questions 102

CHAPTER 4 Perspectives on Effective Leadership Behavior 103

Ohio State Leadership Studies 104 Michigan Leadership Studies 107 Limitations of Survey Research on Leader Behavior 108 Experiments on Task and Relations Behavior 110 Research Using Critical Incidents 111 The High-High Leader Leadership Behavior Taxonomies 115 Specific Task Behaviors 121 Specific Relations Behaviors 125 Evaluation of the Behavior Approach 128 Summary 129 Review and Discussion Questions 131

CHAPTER 5 Participative Leadership, Delegation, and Empowerment 132

Nature of Participative Leadership 133

Consequences of Participative Leadership 135

Research on Effects of Participative

Leadership 137

Normative Decision Model 140
Applications: Guidelines for Participative

Leadership 146

Delegation 149

Applications: Guidelines for Delegating 154

Perceived Empowerment 158

Summary 162

Review and Discussion Questions 163

CHAPTER 6 Early Contingency Theories of Effective Leadership 164

LPC Contingency Model 165

Path-Goal Theory of Leadership 168

Situational Leadership Theory 173

Leadership Substitutes Theory 176

Multiple Linkage Model 180

Cognitive Resources Theory 187

General Evaluation of Contingency Theories 190

Applications for Adaptive Leadership 192

Summary 195

Review and Discussion Questions 196

CHAPTER 7 Power and Influence 198

Conceptions of Power and Influence 199

Power Types and Sources 201

How Power is Acquired or Lost 211

Consequences of Position and Personal Power 213

How Much Power Should Leaders Have? 215

Influence Tactics 217

Power and Influence Behavior 224

Use and Effectiveness of Influence Tactics 225

Summary 232

Review and Discussion Questions 233

CHAPTER 8 Dyadic Relations, Attributions, and Followership 234

Leader-Member Exchange Theory Leader Attributions About Subordinates 241 Applications: Correcting Performance Deficiencies 242 Follower Attributions and Implicit Theories 246 Impression Management Follower Contributions to Effective Leadership 252 Self-Management 253 Applications: Guidelines for Followers 255 Integrating Leader and Follower Roles 259 Summary 259 260 Review and Discussion Questions

CHAPTER 9 Charismatic and Transformational Leadership 262

Two Early Theories 263 Attribution Theory of Charismatic Leadership 264 Self-Concept Theory of Charismatic Leadership 266 Other Conceptions of Charisma 269 Consequences of Charismatic Leadership 273 Transformational Leadership 277 Primary Types of Research on the Theories 281 Transformational vs. Charismatic Leadership 287 Evaluation of the Theories 288 Applications: Guidelines for Leaders 290 Summary 294 Review and Discussion Questions 295

CHAPTER 10 Leading Change in Organizations 296

Change Processes in Organizations 297
Influencing Organization Culture 303
Developing a Vision 307

Applications: Procedures for Developing a Vision 310
Implementing Change 313
Applications: Guidelines for Leading Change 315
Innovation and Organizational Learning 320
Applications: Guidelines for Increasing Learning
and Innovation 324
Summary 326
Review and Discussion Questions 327

CHAPTER 11 Ethical, Servant, Spiritual, and Authentic Leadership 329

Conceptions of Ethical Leadership 330 Dilemmas in Assessing Ethical Leadership 331 Determinants and Consequences of Ethical Leadership 334 Transforming Leadership and Adaptive Problem Solving 338 Servant Leadership 340 Spiritual Leadership 342 Authentic Leadership 344 Comparison and Evaluation of Theories 348 Increasing Ethical Leadership 351 Summary 353 Review and Discussion Questions 354

CHAPTER 12 Leadership in Teams and Decision Groups 355

The Nature of Teams 356

Determinants of Team Performance 361

Leadership in Different Types of Teams 366

Procedures for Facilitating Team Learning 371

Applications: Guidelines for Team Building 374

Decision Making in Groups 377

Leadership Functions in Meetings 379

Applications: Guidelines for Leading
Meetings 382

Summary 386

Review and Discussion Questions 387

CHAPTER 13 Strategic Leadership by Executives 388

How Leaders Influence Organizational Performance 389 Constraints on Executives 396 Conditions Affecting the Need for Strategic 398 Leadership 401 Political Power and Strategic Leadership Executive Tenure and Strategic Leadership 402 Research on Effects of CEO Leadership 403 Strategic Leadership by Executive Teams 409 Two Key Responsibilities for Top Executives 414 421 Summary Review and Discussion Questions 422

CHAPTER 14 Developing Leadership Skills 423

Leadership Training Programs 424 Designing Effective Training 425 Special Techniques for Leadership Training 427 Learning from Experience 432Developmental Activities 434 Self-Help Activities 446 Facilitating Conditions for Leadership Development 447 A Systems Perspective on Leadership Development 449 Summary 452 Review and Discussion Questions 453

CHAPTER 15 Gender, Diversity, and Cross-Cultural Leadership 454

Introduction to Cross-cultural Leadership 455 Cross-cultural Leadership Research: Types and Difficulties 456 The GLOBE Project 458 Cultural Value Dimensions and Leadership 460 Evaluation of the Cross-cultural Research 465 466 Gender and Leadership Managing Diversity 471 Summary 473 Review and Discussion Questions 474

CHAPTER 16 Overview and Integration 475

Major Findings in Leadership Research 475 **Explanatory Processes and Levels** of Conceptualization 480 Toward an Integrating Conceptual Framework 491 Biases in the Conceptualization of Leadership 494 Biases in Research Methods 498 Emerging Conceptions of Leadership 502 Concluding Thoughts 506 Review and Discussion Questions 508

Cases 509
References 545
Name Index 619
Subject Index 633