Chapter Learning Objectives

After studying this chapter, you should be able to:

- Define leadership and contrast leadership and management.
- Summarize the conclusions of trait theories of leadership.
- Identify the central tenets and main limitations of behavioral theories.
- Assess contingency theories of leadership by their level of support.
- Compare and contrast charismatic and transformational leadership.
- Define authentic leadership and show why effective leaders exemplify ethics and trust.
- Demonstrate the role mentoring plays in our understanding of leadership.
- Address challenges to the effectiveness of leadership.
- Assess whether charismatic and transformational leadership generalize across cultures.
What Is Leadership?

- Management
  - Use of authority inherent in designated formal rank to obtain compliance from organizational members: Management deals with the complexity of the organization and works with planning, organizing, leading and controlling to bring about order and consistency in the organization.

- Both are necessary for organizational success
Fiedler’s Cognitive Resource Theory

A refinement of Fiedler’s original model:
- Focuses on stress as the enemy of rationality and creator of unfavorable conditions
- A leader’s intelligence and experience influence his or her reaction to that stress

Research is supporting the theory.

<table>
<thead>
<tr>
<th>Stress Level</th>
<th>Intellectual Abilities</th>
<th>Leader’s Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Effective</td>
<td>Ineffective</td>
</tr>
<tr>
<td>High</td>
<td>Ineffective</td>
<td>Effective</td>
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</tbody>
</table>
Global Implications

- These leadership theories are primarily studied in English-speaking countries.
- GLOBE does have some country-specific insights:
  - Brazilian teams prefer leaders who are high in consideration, participative, and have high LPC scores.
  - French workers want a leader who is high on initiating structure and task-oriented.
  - Egyptian employees value team-oriented, participative leadership, while keeping a high-power distance.
  - Chinese workers may favor a moderately participative style.
- Leaders should take culture into account.
- The GLOBE Study.