

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?



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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

Stress Level

- Low
- High

Intellectual Abilities

- Effective
- Ineffective

Leader's Experience

- Ineffective
- Effective

➤ Research is supporting the theory.



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**