

# SUBJECT INDEX

Many terms have been used in the text to describe different and similar styles of leadership, and it would not be appropriate to provide cross-references between them all. In each context the particular term used has been indexed. To access related information the reader should consult entries for the following leadership styles:

CEO, charismatic, contingent reward, FRLT, group, heroic, hierarchic, ideological, inspirational, instrumental, laissez-faire, mixed style, professional, role motivation, socialized, socialized charismatic, strategic, task, transactional, transactional contingent reward, transformational, visionary.

- absolute values, 115
- achievement motivation, 24
- adaptability, 403, 464
  - enhancing adaptability, 400,  
404–405, 408, 409, 410, 413,  
420, 465
- affiliation motivation, 25
- anger, 252, 310, 311, 314, 316, 318,  
320, 322, 331, 462
- attachment behaviors, 250–251,  
252
- attachment theory, 250–253, 265
  - Adult Attachment Interview, 255
  - analysis of relational processes,  
252–253
  - attachment styles, 251
  - avoidant attachment, 252
  - infant attachment, 251
  - internal working models, 251
- attributed charisma, 9, 42, 46, 48,  
52, 53, 56, 57, 62, 64
- attributes, 132, 250, 305, 402
  - borderline, 461
- automation, 342, 440
- Bass, Bernard, 45, 111–123, 439–447
  - contributions, 3–5
  - five leadership categories, 9–10
  - new leadership models, 4, 19,  
405
  - transactional/transformational  
theory, 9, 402
  - see also* FRLT
- behavior
  - borderline, 461
- behavioral sciences, 442, 443
- Bin Laden, Osama, 112
- borderline attributes, 461
- borderline behavior, 461
- Burns, J. M.
  - leadership theory, 7, 95, 174, 241,  
402, 451

- care for others, 242, 244–246, 254
- CEO (chief executive officer)
  - leadership, 14, 229–232, 459–460
- charisma and performance, 201–202, 208
- empirical evidence, 210–211
- environmental uncertainty, 208–209, 215–216, 220–223
- executive succession, 203–204
- executive tenure, 203
- executive's functional
  - background, 203
- executive's role, 380
- implementation of strategic decisions, 207–208
- interaction with charismatic leadership, 207
- key behaviors, 207
- personal and leadership characteristics, 204
- research, 213–222
- role modelling, 208
- stimulating cohesion, 208
- strategic change, 211–213
- upper echelons theory, 206–207
- values, 205, 207, 208
- chaos and leadership, 119–120
- charisma, 5, 6, 8, 14
  - attributed, 9
  - corrected correlations ethical charisma, 49
  - majestic charisma, 212, 377
  - and narcissism, 231, 281–283
  - personalized, 112, 128, 151, 161, 182, 240, 253, 267, 320, 450, 458
  - socialized, 26, 123, 128, 151, 153, 196, 241, 302, 319, 320, 450, 457
  - and stigma, 269–287, 293
  - unethical charisma, 435, 465
- charismatic leadership, 125–151, 176–186
  - American democratic performance, 123
  - attribution of charisma, 172
  - behavior analysis, 146
  - behavioral evaluation, 139
  - behavioral observation, 136
  - behaviors, 126, 128, 133, 137, 138, 140, 143
  - biographies selected for study, 135–136
  - borderline behavior, 161
  - career point behavior changes, 139–140, 144–145
  - CEO charisma, 14, 208, 222, 230, 459
  - cognitive processing research, 293
  - compared with ideological, 128, 133, 137, 138, 140, 143
  - Conger and Kanungo's theory, 128, 143–151
  - Desirability, 17, 90
  - distinguished from other styles, 8, 127, 153, 172–176
  - distrusted by Founding Fathers, 122
  - emotion framework, 312–315 and emotions, 143
  - empowering behaviors, 168, 171–172, 174, 175
  - environmental context, 14
  - focussing on Bass's five categories, 166–167
  - follower-centered models, 143, 309–310, 315
  - heroic charisma, 111–112
  - idealization, 88–89

- influence processes, 78, 79, 301, 321, 400, 462, 465
- interactive building-up, 293–294
- interdependency-oriented models, 95
- leader-centered models 170–171
- leader relationships, 170–171
- majestic charisma, 212, 377
- military organizations, 14, 352, 391
- missionary charisma, 7–8, 168–172
- moral perspectives, 450
- paternalistic charisma, 247–248
- performance of leaders in crises, 181–182
- personal behaviors, 168–170
- personalized charismatics, 111–112, 128, 151, 161, 181–182, 197, 240, 253, 267, 320–321, 450
- prescriptive mental models, 125–126, 133, 155, 456
- Pygmalion effect, 10, 78, 338, 340, 342, 347, 350–351, 353, 354, 463
- research deficits, 295
- research results, 365
- role motivation theory
  - implications, 365–382
- sample for prescriptive mental models, 125–126, 133, 155, 456
- socialized charismatics, 26, 122, 128, 151, 196, 319–320
- strategic change, 211–213, 220, 459
- upper echelons theory, 201–223
- vision in follower motivation, 127–128
- vision tested by mental models, 128–132
- Weber's three dimensions, 168–172
- chief executive officer *see* CEO
- childhood influences
  - attachment theory, 250–253, 265–268
  - psychological infrastructure, 240–249
  - socialized charismatic leaders, 122–123, 196, 319, 450
- China
  - leadership styles, 115
- Christ, 418
- civil society, 120
- cognitive skills, 22, 26
- cohesion, 207, 318, 369, 415–416
  - work group cohesion scale, 416
- collectivist societies, 16
  - emergence of leadership, 23–24
- communication and cooperation, 416
  - work group characteristics, 416–417
- communications, 136, 184, 440
- complexity, 119, 155
  - and leadership, 440
- computers
  - in decision process, 372, 440
  - early predictions on impact, 443
  - on-line, 440
- Conger, J. A., 8
  - Conger and Kanungo's theory, 20, 94, 168, 170–171, 184
- contingent reward leadership, 10, 17
  - transactional leadership factor, 42, 72
- contingent reward scale, 52, 63, 64

- correlation with outcome, 56, 63–64
- crisis, 178
  - and charismatic followership, 176–179, 458
- Declaration of Human Rights of the United Nations*, 120
- Declaration of Independence* (United States), 116, 122–123
- deviant behavior, 435
- Downton, J. V., 5
  - leadership theory, 5–7
- dyadic models of leadership, 91–92
- education *see* management education
- emotion
  - and leadership research, 304–312
  - positive and negative, 302–303, 318
- emotion framework, 312–315
  - application, 315–322
- emotion-coping skills, 307
- emotional intelligence, 304–312
  - ability-oriented model, 305–306
  - and leadership effectiveness, 306–307
- emotions, 299–322
  - identification and use, 302–303
- empathy, 305
- empowering behaviors, 171–172
  - charismatic leadership, 168–172
- enhancing adaptability, 400, 404–405, 410, 413, 414
  - and transformational leadership, 404–405
- entrepreneurial jungle fighter, 173
- environmental conditions, 12, 14, 17, 22
  - and charismatic effect, 170, 176
- executives *see* CEO leadership
- exploration behavior system, 49, 251
- Federalist Papers, 111, 112, 113
- five “i”s, 9–10
  - idealized influence (behaviors), 9
  - individualized consideration, inspirational, 9–10
  - motivation, intellectual stimulation, 10
  - see also* idealized influence (attributed), 9
- followers
  - altruistic motivation, 94
  - characteristics, 178, 301, 458
  - charismatic followership, 176–185
  - collective self, 83–85, 90, 92, 95
  - dependency, 94
  - emotional bonding with leaders, 238
  - empowerment, 93, 95, 97, 104
  - follower outcomes, 104
  - followers’ contribution to relationship, 265
  - growth and empowerment, 93–94
  - idealization-needs, 89
  - individuals/ groups, 24, 40, 42, 49
  - levels of self-identity, 81–82
  - personal identification, 80, 93–95, 104–106
  - relational interactions, 94
  - relational self, 82–89, 455
  - response to Pygmalion effect, 78, 337, 338, 341

- social identification, 80–81, 92–96
- unification-needs, 153, 170, 177
- work facilitation, 22, 36
- Founding Fathers
  - commitment to democratic liberty, 122
  - concern for order, 119
  - distrust of charismatic leadership, 122, 172
  - fear of popular government, 118
- FRLT *see* Full-Range Leadership Theory (FRLT)
- Full-Range Leadership Theory (FRLT), 3–27
  - conception of FRLT, 5–7
  - dispositional variables, 23–27
  - extension, 8
  - factor comparison, 21
  - factor structure (five “i”s), 9–10
  - gaps, 19
  - integration of related theories, 7–8
  - leadership and culture, 16
  - leadership motive pattern, 23–24
  - leadership outcomes, 10–11
  - MLQ *see* Multifactor Leadership Questionnaire
  - multisample analysis, 12
  - transformational behaviors, 11
  - universality, 11–13
- gender
  - variation in leadership style, 15
- genetic influences
  - personality traits, 247
- global economy, 445
- goal attainment, 9, 129
  - key goals, 130
  - key impinging causes, 130
- goal facilitation, 17, 22
- grounded theory methodology, 401
- group leadership
  - role motivation theory, 374
  - theory development, 389
- “heroic”, 111
- heroic leadership, 112, 122, 371, 372
  - distrusted by Founding Fathers, 111–112
- hierarchic leadership, 371–372
  - role motivation theory, 371–372
  - theory development, 371–372
- House, R.J.
  - House and Shamir’s theory, 20, 22
  - leadership theory, 3–27, 35–36
- human rights, 120
- humor, 414–415
  - measure applied to SPL, 416
- idealized influence, 79, 91, 104, 111, 123, 127, 238, 246, 253, 319, 413, 444
  - leader performance, 127
- idealized influence (attributed), 9
- idealized influence (behaviors), 9
- ideals
  - catalyst to charismatic effect, 14
- ideological leadership, 125
  - behavior analysis, 126, 128, 133, 134, 136–139
  - behavioral evaluation, 139
  - behavioral observation, 143
  - behaviors, 126, 128, 133–136, 152–154
  - biographies selected for study, 134–136
  - career point behavior changes, 139, 143
  - compared with charismatic, 125–155

- personalized ideologues, 151, 153
- prescriptive mental models, 126, 133, 134, 155
- research analyses, 139–140
- research results, 140–151
- sample for prescriptive mental models, 134
- socialized ideologues, 151
- vision in follower motivation, 127, 128
- vision tested by mental models, 125–155
- impression dimensions, 294
- impression management strategy, 462
- individualist societies, 16
  - emergence of leadership, 5, 13–14, 16, 23, 178–179, 186, 370–371, 458
- individualized consideration, 10, 15, 16, 17, 25, 26, 42, 57, 64, 73, 79, 88, 89, 92, 93, 95, 104, 111, 123, 127, 238, 295, 444, 445, 465
  - five “i”s, 9–10
  - leader performance, 127
- individualized leader, 92, 175, 196, 303, 461
- information
  - perception of leadership, 26, 207
- innovation, 74, 127, 204, 414
  - measure applied to SPL, 416
- inspirational leadership, 111, 123, 206, 207, 307
- inspirational motivation
  - five “i”s, 9–10
  - leader performance, 238
- instrumental leadership, 19, 22–23, 27, 36
- intellectual stimulation
  - five “i”s, 10
  - leader performance, 79, 127, 220
- internal working models, 251–252, 255
- internal world of transformational leadership, 237–257
- internal-external efficacy model, 343–346
- internalization
  - of ability to be a role model, 253
  - of basic trust and confidence, 253
- internationalization of business, 443
- intra-psyche processes, analysis, 252, 254
- jungle fighter, 172, 196
- Kanungo, R. N.
  - Conger and Kanungo’s theory, 8, 14, 20, 22, 80, 94, 128, 133, 143, 169, 170, 171, 178, 187, 302
- Kohut, H.
  - concept of narcissism, 240
- laissez-faire leadership, 9, 10, 11, 13, 15, 22, 73, 444
  - bureaucracies, 15
- laissez-faire leadership scale
  - correlation with outcome, 10
  - meta-analysis findings, 49
- leader expectations
  - follower performance, 16, 20, 22, 329, 331–332
  - see also* Pygmalion training
- leadership
  - attributes, 23, 72, 85, 126, 132, 198, 203, 218, 242, 243, 246, 250, 256, 305, 321, 340, 345, 359, 402, 417, 463

- borderline attributes, 461
- cognitive processing research, 321, 396
- and emotion research, 313
- emotional intelligence, 304–308, 321, 322, 331–332
- global affect, 308–310
- House and Shamir's theory, 20, 22
- implications of specific emotions, 321–322
- impression continuum, 293–294
- impression dimensions, 294
- influence of vision, 153
- prototypical attributes, 461
- reaction to follower needs, 17
- self-presentation, 461
- social processes, 400, 401, 407, 408, 409, 412, 414, 416, 420, 426, 427, 434–435, 465
- see also leadership styles as listed in Index Note*
- leadership archetypes, 293–294
- leadership motive pattern (LMP), 23, 25–27
- leadership performance, 129
  - linkage with satisfaction, 41
- leadership performance outcomes
  - meta-analysis, 11
- leadership research history
  - personality-based approaches, 23
- leadership theory
  - contingent-reward leadership, 10, 11, 17, 42, 72, 295
  - future trends, 445–447
  - path-goal leadership, 17, 449
  - role motivation, 365–392, 395–397
  - use of organizational forms, 389–390
- Lincoln, Abraham, 116, 123
- LMP *see* leadership motive pattern
- management
  - access to information
  - community involvement, 338
  - ethical considerations, 447
  - focus on behavioral science, 442–443
  - focus on social science, 442–443
  - future trends, 445–447
  - intellectual process, 441
- management education
  - on-line programmes, 440
  - programmed instruction packages, 441
- management-by-exception, 10–12, 17, 52–53, 63, 414, 452
- management-by-exception active, 10–11, 48, 52–53, 56–57
  - transactional leadership factor, 444
- management-by-exception active scale
  - correlation with outcome, 56
  - meta-analysis findings, 56
- management-by-exception passive, 10–11, 49, 52, 56, 57, 63, 413, 423
  - transactional leadership factor, 444
- management-by-exception passive scale, 48
  - correlation with outcome, 48
  - meta-analysis findings, 48
- manager expectations
  - follower performance, 338
  - see also* Pygmalion training
- means efficacy, 337–356, 359–362, 463
- mental models
  - cognitive foundation of vision, 126, 456

- definition, 126
- impact on team performance, 129
- see also* prescriptive mental models, vision
- military organizations
  - charismatic leadership, 14, 391
  - leadership skills, 14, 352, 391
- mixed style leadership
  - behavior analysis, 139–140
  - biographies selected for study, 134
  - research results, 140–151
  - sample for prescriptive mental models, 133–134
  - vision in follower motivation, 128
- MLQ *see* Multifactor Leadership Questionnaire
- moral perspectives
  - charismatic leadership, 6–8, 168
- motivation
  - implicit and explicit, 24
  - socialized charismatic leadership, 122, 123, 319, 320
  - transformational leadership, 6–10, 16, 17, 20, 24–26, 79, 82–83, 91, 93–96
- motive patterns
  - role motivation theory, 366, 369
- motives
  - emergence of leadership, 23
- Multifactor Leadership Questionnaire (MLQ)
  - CEO assessment, 215
  - CEO charisma, 210
  - factor structure, 18, 35
  - future research, 64, 65
  - measurement of performance outcomes, 72
  - measures of satisfaction and effectiveness, 50, 54
  - MLQ form 5R, 64
  - MLQ form 5X, 64, 72
  - SPL research, 413
  - transformational behaviors, 105
- Narcissism, 231, 294
  - and charisma, 295–296
  - Kohut's concept, 240
- national culture, 15–17, 98
  - variation in leadership style, 435
- negative affectivity, 308, 330
- on-line computers, 440
- openness, 245, 248–249
  - transformational leadership, 352, 460
- optimism, 79, 246–248, 310, 316, 319
  - genetic and childhood origins, 247
  - transformational leadership, 36
- optimizing, 401–403, 426
- organization change, 439–440
  - flexible organizations, 439–444
- organizational citizenship, 96, 412, 415
  - constructs measures in SPL 407
- organizational context, 64, 85, 89
- organizational leadership, 8, 405
  - future trends, 405–406
  - progress from 1967, 440
  - social processes, 399–400
  - vision, 404
- passive-avoidant transactional leadership
  - performance measures, 42
- path-goal theory, 17, 19, 449
- peer group influences, 243, 256
  - personal behaviors, 173, 174, 175
  - charismatic leadership, 168, 169, 170–171,



- personality, 23, 74, 247, 248, 255,  
     293, 294, 295  
     and leadership, 248–249, 308,  
     390,  
 personalized leaders, 134, 146, 152,  
     177, 181–182, 184–185, 301, 320  
     emotion framework, 312–315  
 PLS (Pygmalion leadership style)  
     *see* Pygmalion training  
 polyarchy, 120  
 positive affectivity, 308, 330  
 power motivation, 24  
 prescriptive mental models, 125,  
     134, 155, 159  
     construction, 126, 133, 456  
     *see also* mental models, vision  
 private organizations  
     leadership outcomes, 53–56  
     meta-analysis correlations, 53  
 professional leadership  
     role motivation theory, 372–373  
     theory development, 370–375  
 promulgating vision  
     key social processes, 405–406  
 psychological infrastructure,  
     240–249  
 psychological measures  
     revealing CEO values, 205  
 psychological substructure  
     transformational leadership, 237,  
     239  
 public organizations  
     leadership outcomes, 53–56  
     meta-analysis correlations, 43–44,  
     52, 53  
 Publius, authors of the *Federalist  
 Papers*  
     commitment to democratic  
     liberty, 122  
     concern for order, 119  
     distrust of charismatic leadership,  
     122  
     fear of popular government, 117,  
     118  
 punishment situations, 310  
 Pygmalion leadership, 340, 341  
     Pygmalion effect, 338  
 Pygmalion training, 337–356  
     application validity, 343  
     experiment, 340–341, 345–346  
     experiment comparisons, 349  
     field experiments in PLS, 340  
     internal-external efficacy model,  
     343–346  
     leadership workshop, 340  
     quasi-experiments, 339–340  
     role of deception, 342  
 relational processes  
     analysis, 252  
 resolving uncertainty  
     social processes, 403–410  
 responsibility disposition, 24, 25  
 risk takers, 26, 396  
 role motivation theory, 365  
     four organizational forms,  
     367–369  
     hypotheses, 369–370  
     motive patterns, 369–370  
     outcome measures, 377–378  
     research conclusions and  
     implications, 390–392  
     research measures, 376–377  
     research method, 375–382  
     research results, 382–387  
 Sashkin, M.  
     Sashkin's theory, 22  
 self-awareness, 305, 306, 307, 462  
 self-efficacy

- Pygmalion training, 337, 340,  
 343–346, 347, 349, 355, 356  
 transformational leaders, 104,  
 105, 106, 171–172, 242–243,  
 254  
 self-esteem  
   charismatic followership,  
   177–178, 181–185  
 self-fulfilling prophecy (SFP), 338  
 self-motivation, 305  
 self-presentation, 461  
 self-sacrificing leader, 175, 176  
 September 11, 2001 tragedy, 115,  
 120  
 servant leader, 175  
 SFP *see* self-fulfilling prophecy  
 Shamir, B.  
   House and Shamir's theory,  
   20, 22  
 Shay's Rebellion, 117  
 social aversion, 112  
 social dramatization, 461  
 social processes of leadership (SPL)  
   leadership outcomes, 407, 417  
   pilot study, 408  
   research conclusions, 423–427  
   research results, 418–423  
   sample and procedure, 411–418  
 social reversion, 461  
 social support work group  
   characteristics, 416  
 socialized charismatic leadership,  
 122  
   American democratic  
   performance, 123  
   childhood influences, 239, 240  
   emotion framework, 315–322  
   motivation, 301  
   preferred by Founding Fathers,  
   111, 112, 455, 456  
   socialized leadership, 25, 26, 146,  
   151, 152, 177, 182, 183, 184,  
   185, 188, 320  
   SPL *see* social processes of  
   leadership stigma and charisma  
   stigmatized characteristics, 461  
   strategic change, 211  
   interaction with charismatic  
   leadership, 217, 218, 220, 221,  
   223  
   research measures, 214–217  
   research models, 217–218  
   research results, 218–222  
   research sample, 214  
   upper echelon theory, 201–223  
   strategic leadership  
   upper echelons theory, 202, 207,  
   211, 217, 222, 459  
   strategic management, 201, 202  
   tacit knowledge, 22, 26, 27  
   Taiwan, leadership styles, 17  
   task leadership  
   role motivation theory, 373–374  
   theory development, 373–374  
 transactional contingent reward  
   leadership, 42, 64, 72  
   performance measured, 62, 91  
 transactional leadership  
   augmentation hypothesis, 9  
   bureaucracies, 14–15  
   characteristics, 10  
   factor structure, 12, 18  
   and personalized charismatic, 112,  
   128, 151, 320, 450  
   leadership, 6, 10, 42, 43, 72, 73,  
   74, 79, 112, 127, 265, 444  
   scales, 10, 42, 43, 52, 53  
   *see also* FRLT  
 transactional leadership scales

- correlation with outcome, 10, 52, 57, 380
- meta-analysis of performance, 43, 52, 53
- transformational leadership
  - attachment theory conceptual framework, 26, 250
  - augmentation hypothesis, 9
  - bureaucracies, 14, 15
  - care for others, 242, 244–246
  - characteristics, 244, 248, 254
  - characterization by intra-psychic processes, 254
  - childhood influences on leaders, 239, 240
  - compared with good parenthood, 245
  - developmental conceptualization, 249–257
  - distrusted by Founding Fathers, 122
  - dyadic models, 91, 92, 93, 97
  - emotion framework, 312–322
  - emotion-coping skills, 307
  - emotional bonding with followers, 238
  - emotional intelligence, 299, 304–308
  - and enhancing adaptability, 403, 404–405
  - five “i”s *see* five “i”s
  - followers *see* followers future trends
  - influence processes, 78, 79, 104, 315, 316
  - intellectual stimulation, 10, 79
  - motivation, 237, 240–242
  - multiple levels of analysis, 445, 466
  - openness, 248–249
  - optimism, 246–248
  - organizational context, 13, 83, 85, 89, 465
  - outcomes at organizational level, 93, 467
  - outcomes at personal level, 93
  - performance measures, 414
  - psychological substructure, 239
  - role motivation theory
    - implications, 390–392
  - scales, 42, 43, 52, 53, 57, 64, 72, 91, 105, 413
  - self-efficacy, 104, 105, 106, 242–243, 254
  - vision, 128–132, 456, 457
  - vision tested by mental models, 127–134
  - see also* FRLT
- transformational leadership scales
  - correlation with outcome, 52, 53, 57
  - meta-analysis of performance, 42
- trustworthiness
  - social processes of leadership, 417
- Tutu, Desmond, 316
- uncertainty
  - resolving uncertainty, 403–410
- United Nations
  - Commission on Human Rights, 120
  - Declaration of Human Rights*, 120, 121
- United States
  - Declaration of Independence*, 116, 121, 122
  - New Deal, 116
- United States Constitution
  - aristocratic hierarchy, 120

- consequences of electoral system, 118
- democratic political participation, 123
- distinction between law and equity, 121
- Electoral College, 113, 114, 116, 117
- enfranchisement of all Americans, 122
- inequalities, 116, 121
- presidential election of 2000, 112, 113
- protection of minorities, 116
- provision for federal elections, 112
- selection of president and vice president, 113, 114
- two party system, 113
- United States Supreme Court, 113–114, 121
- upper echelons theory
  - charismatic leadership, 202–203, 204, 206, 222
  - newer frameworks, 206
  - strategic change, 211–213
- value maintenance, ideological leadership, 133
- values
  - absolute values, 115
  - catalyst to charismatic effect, 14, 151
  - CEO values, 205
  - distinguish transformational leadership, 112
  - espoused and actual, 24
- vision
  - definitions, 12
  - promulgating vision, 405–406
  - transformational leadership, 127–128
  - see also* mental models, prescriptive mental models
- vision-related behaviors
  - charismatic leadership, 168, 169–170, 172, 174, 175
- visionary leadership
  - key developmental processes, 22, 130
  - prescriptive model, 130, 133
- Washington, George, 125–126, 155, 456
  - farewell address, 126
- Weber, Max
  - conception of the charismatic leader, 5, 8, 168
  - three key dimensions, 168
- women
  - future role and influence, 466
- workload sharing, 416
  - work group characteristics, 416–417
- Zaleznik, A.
  - leadership theory, 6, 241, 499