

Detailed Contents

Preface	xv
About the Author	xxiii
1. Understanding Leadership	1
Introduction	1
Leadership Explained	1
<i>“Leadership Is a Trait”</i>	3
<i>“Leadership Is an Ability”</i>	4
<i>“Leadership Is a Skill”</i>	5
<i>“Leadership Is a Behavior”</i>	5
<i>“Leadership Is a Relationship”</i>	6
<i>“Leadership Is an Influence Process”</i>	6
Global Leadership Attributes	7
Leadership Snapshot: Indra Nooyi	9
Summary	10
Application	12
1.1 Case Study	12
1.2 Conceptualizing Leadership Questionnaire	13
1.3 Observational Exercise	16
1.4 Reflection and Action Worksheet	17
References	18

2. Recognizing Your Traits	21
Introduction	21
Leadership Traits Explained	22
<i>Intelligence</i>	22
<i>Confidence</i>	23
<i>Charisma</i>	24
<i>Determination</i>	25
<i>Sociability</i>	26
<i>Integrity</i>	27
Leadership Snapshot: Nelson Mandela	28
Leadership Traits in Practice	30
<i>George Washington (1732–1799)</i>	30
<i>Winston Churchill (1874–1965)</i>	31
<i>Mother Teresa (1910–1997)</i>	32
<i>Bill Gates (1955–)</i>	34
<i>Oprah Winfrey (1954–)</i>	35
Summary	36
Application	38
2.1 Case Study	38
2.2 Leadership Traits Questionnaire	40
2.3 Observational Exercise	43
2.4 Reflection and Action Worksheet	45
References	46
3. Engaging People's Strengths	49
Introduction	49
Strengths-Based Leadership Explained	50
<i>Historical Background</i>	50
<i>Identifying and Measuring Strengths</i>	52



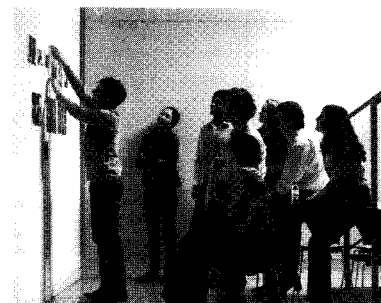
Strengths-Based Leadership in Practice	62
<i>Discovering Your Strengths</i>	62
<i>Developing Your Strengths</i>	64
Leadership Snapshot: Steve Jobs	66
<i>Recognizing and Engaging the Strengths of Others</i>	67
<i>Fostering a Positive Strengths-Based Environment</i>	69
Summary	70
Application	73
3.1 Case Study	73
3.2 Leadership Strengths Questionnaire	75
3.3 Observational Exercise	78
3.4 Reflection and Action Worksheet	79
References	80
4. Understanding Philosophy and Styles	83
Introduction	83
Leadership Philosophy Explained	83
<i>Theory X</i>	84
<i>Theory Y</i>	86
Leadership Styles Explained	89
<i>Authoritarian Leadership Style</i>	90
<i>Democratic Leadership Style</i>	91
<i>Laissez-Faire Leadership Style</i>	92
Leadership Snapshot: Victoria Ransom	93
Leadership Styles in Practice	94
Summary	95
Application	97
4.1 Case Study	97
4.2 Leadership Styles Questionnaire	99

4.3 Observational Exercise	101
4.4 Reflection and Action Worksheet	102
References	103
5. Attending to Tasks and Relationships	105
Introduction	105
Task and Relationship Styles Explained	106
<i>Task Style</i>	106
<i>Relationship Style</i>	107
Leadership Snapshot: Mick Wilz	108
Task and Relationship Styles in Practice	109
<i>Task Leadership</i>	110
<i>Relationship Leadership</i>	111
Summary	115
Application	116
5.1 Case Study	116
5.2 Task and Relationship Questionnaire	117
5.3 Observational Exercise	119
5.4 Reflection and Action Worksheet	120
References	121
6. Developing Leadership Skills	123
Introduction	123
Administrative Skills Explained	124
<i>Administrative Skills in Practice</i>	124
Interpersonal Skills Explained	127
<i>Interpersonal Skills in Practice</i>	127
Leadership Snapshot: Coquese Washington	129
Conceptual Skills Explained	132
<i>Conceptual Skills in Practice</i>	132



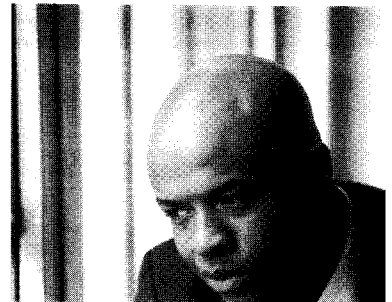
Summary	137
Application	140
6.1 Case Study	140
6.2 Leadership Skills Questionnaire	142
6.3 Observational Exercise	144
6.4 Reflection and Action Worksheet	146
References	147
7. Creating a Vision	149
Introduction	149
Vision Explained	150
<i>A Picture</i>	150
<i>A Change</i>	151
<i>Values</i>	151
Leadership Snapshot: Rosalie Giffoniello	152
<i>A Map</i>	154
<i>A Challenge</i>	154
Vision in Practice	155
<i>Articulating a Vision</i>	155
<i>Implementing a Vision</i>	160
Summary	161
Application	163
7.1 Case Study	163
7.2 Leadership Vision Questionnaire	165
7.3 Observational Exercise	167
7.4 Reflection and Action Worksheet	168
References	169
8. Establishing a Constructive Climate	171
Introduction	171
Constructive Climate Explained	171
Climate in Practice	172
<i>Providing Structure</i>	172

<i>Clarifying Norms</i>	173
<i>Building Cohesiveness</i>	175
<i>Promoting Standards of Excellence</i>	178
Leadership Snapshot: Meg Whitman	180
Summary	186
Application	188
8.1 Case Study	188
8.2 Organizational Climate Questionnaire	190
8.3 Observational Exercise	192
8.4 Reflection and Action Worksheet	193
References	194
9. Listening to Out-Group Members	197
Introduction	197
Out-Group Members Explained	198
<i>How Out-Groups Form</i>	199
<i>The Impact of Out-Group Members</i>	201
Out-Group Members in Practice	204
<i>Strategy 1: Listen to Out-Group Members</i>	204
<i>Strategy 2: Show Empathy to Out-Group Members</i>	205
<i>Strategy 3: Recognize the Unique Contributions of Out-Group Members</i>	205
<i>Strategy 4: Help Out-Group Members Feel Included</i>	207
<i>Strategy 5: Create a Special Relationship With Out-Group Members</i>	208
<i>Strategy 6: Give Out-Group Members a Voice and Empower Them to Act</i>	209
Leadership Snapshot: Abraham Lincoln	210
Summary	211



Application	213
9.1 Case Study	213
9.2 Building Community Questionnaire	215
9.3 Observational Exercise	217
9.4 Reflection and Action Worksheet	218
References	219
10. Handling Conflict	221
Introduction	221
Conflict Explained	222
<i>Communication and Conflict</i>	224
<i>Conflict on the Content Level</i>	225
Leadership Snapshot: Humaira Bachal	227
<i>Conflict on the Relational Level</i>	229
Handling Conflict in Practice	233
<i>Fisher and Ury Approach to Conflict</i>	234
<i>Communication Strategies for Conflict Resolution</i>	239
<i>Kilmann and Thomas Styles of Approaching Conflict</i>	244
Summary	249
Application	252
10.1 Case Study	252
10.2 Conflict Style Questionnaire	254
10.3 Observational Exercise	257
10.4 Reflection and Action Worksheet	258
References	259

11. Addressing Ethics in Leadership	261
Leadership Ethics Explained	262
Leadership Ethics in Practice	262
1. <i>The Character of the Leader</i>	262
2. <i>The Actions of the Leader</i>	265
Leadership Snapshot: Warren Buffett and Bill and Melinda Gates	268
3. <i>The Goals of the Leader</i>	269
4. <i>The Honesty of the Leader</i>	270
5. <i>The Power of the Leader</i>	272
6. <i>The Values of the Leader</i>	273
Summary	275
Application	277
11.1 Case Study	277
11.2 Core Values Questionnaire	279
11.3 Observational Exercise	281
11.4 Reflection and Action Worksheet	283
References	284
12. Overcoming Obstacles	287
Introduction	287
Obstacles Explained	287
Overcoming Obstacles in Practice	288
<i>Obstacle 1: Unclear Goals</i>	289
<i>Obstacle 2: Unclear Directions</i>	290
<i>Obstacle 3: Low Motivation</i>	293



Leadership Snapshot: Bill Courtney	294
<i>Obstacle 4: Complex Tasks</i>	297
<i>Obstacle 5: Simple Tasks</i>	298
<i>Obstacle 6: Low Involvement</i>	299
<i>Obstacle 7: Lack of a Challenge</i>	300
Summary	301
Application	303
12.1 Case Study	303
12.2 Path-Goal Styles Questionnaire	305
12.3 Observational Exercise	307
12.4 Reflection and Action Worksheet	308
References	309
Glossary	310
Photo Credits	315
Index	317