

About the Authors iii

Acknowledgments v

Preface xi

Part I Leadership Foundations

CHAPTER 1 INTRODUCING LEADERSHIP: BEGINNING TO FORM YOUR PERSONAL LEADERSHIP MODEL David Shriberg, Arthur Shriberg

Our Assumptions 4

Our Methods for Framing Leadership 7

A Preview of the Journey 8

Miep Gies 11

Martin Luther 13

King Hussein 14

Nelson Mandela 15

CHAPTER 2 ETHICAL LEADERSHIP Linda Treviño, Michael Loban, Richa Kumari

Executive Leaders Create Ethical Culture 21

Unethical, Hypocritical, and Ethically Neutral Leadership 24

Unethical Leadership 24

Hypocritical Leadership 25

Ethically Neutral Leadership 26

A Personal Model of Ethical Leadership 28

A Guide for Ethical Decision Making 29

Roger Boisjoly 30

Sherron Watkins 31

Rosa Parks 32

CHAPTER 3 LEADERSHIP IN A GLOBAL AND MULTICULTURAL SOCIETY

*David Shriberg, Arthur Shriberg, Judith Bryant, Jeffrey Shepherd,
Rupert Lloyd, Charles Montgomery, Pierre Kablan, Richa Kumari*

The Multicultural Leader 36

Step #1: Awareness of One's Own Personal Diversity Dimensions 36

*Step #2: Understanding of Other World Views—Hofstede's Model of Cross-National
Cultural Dimensions* 40

Step #3: Culturally Responsive Practice—Individual Level 45

Richard A. Clarke 46

Step #3: Culturally Responsive Practice—Organizational Level 50

Multicultural Leadership: Case Studies 53

A. G. Lafley 53

Abdul Sattar Edhi 54

Thomas Friedman 56

Part II Leadership Principles and Applications

CHAPTER 4 THE EVOLUTION OF WESTERN LEADERSHIP

*Arthur Shriberg, David Shriberg, Jennifer Patrick-Gaines, Brian Siegel,
Stanley Bard*

Scientific Management 62

Second-Wave Western Management and Leadership Theories and Ideas: The Hawthorne Experiments 64

Operations Management and the Quality Movement 65

Trait Theory 66

Behavioral Theories of Leadership 67

The Ohio State Studies 68

The University of Michigan Studies 68

The Leadership Grid 68

Jack Welch 70

Mid-To-Late Twentieth-Century Models of Leadership 71

Hersey and Blanchard's Situational Leadership Model 71

House's Path-Goal Theory 72

Fiedler's Leader-Match Theory 74

Leader-Member Exchange (LMX) 75

Leading in the Twenty-First Century and Beyond 76

Servant Leadership 76

Transformational Leadership Theories 78

Critical Transformational Leadership 79

Doctors Without Borders 81

CHAPTER 5 PSYCHOLOGY I—INTELLIGENCE AND PERSONALITY

David Shriberg

Intelligence 85

Psychometric Model 86

Gardner's Multiple Intelligence Model 88

Goleman's Theory of Emotional Intelligence and Social Intelligence 90

Sternberg's Triarchic Theory 93

Personality 95

Are Leaders Born or Are They Made? 96

John Broadus Watson 98

Attitudes, Perceptions, and Attributions 100

CHAPTER 6 PSYCHOLOGY II—MOTIVATION AND COMMUNICATION

David Shriberg, Arthur Shriberg

Motivation Theories 106

Hierarchy of Needs 106

ERG Theory 107

Reinforcement Theory 108

Herzberg's Dual Factor Theory 110

McGregor's Theory X and Theory Y 110

McClelland's Trichotomy of Needs 111

Equity Theory 112

Expectancy Theory 113

Joe Paterno 115

Communication 117

Basic Communication Theory: The Transactional Model of Encoding, Channels, and Decoding 117

Filters and Sets 119

Interference 120

Types of Communication 120

Strategies for Facilitating Communication: The Role of Listening 124

Factors Leading to Breakdowns in Communication 125

Improving Communications 126

Barbara Jordan 128

CHAPTER 7 MANAGEMENT AND LEADERSHIP

Arthur Shriberg, Ashley Ausikaitis, Brian Siegel, Stanley Bard

Leadership Versus Management	134
Management and Leadership: Contemporary and Future Conceptions	137
<i>Green Thumb Leadership</i>	137
<i>J. C. R. Linklider</i>	138
<i>Managerial Mentoring</i>	139
<i>Managerial Leadership</i>	140
<i>Ursula Burns</i>	141
<i>Leadership Skills: What Leaders Really Do</i>	142

CHAPTER 8 POWER AND LEADERSHIP FROM THE TOP: LEADERSHIP LESSONS FROM POLITICAL SCIENCE

Amy Burke Shriberg, David Shriberg, Arthur Shriberg

Power and Influence	152
<i>Sources of Power</i>	156
<i>Presidential Leadership in the United States</i>	160
<i>Franklin Delano Roosevelt</i>	166
<i>Margaret Thatcher</i>	168

CHAPTER 9 TEAMING AND LEADERSHIP

Jennifer Patrick-Gaines, Arthur Shriberg

Advantages to Working in Teams	173
Barriers to Effective Teamwork	174
Traditional Teams	177
Project Teams	177
<i>Barriers to Effective Project Teamwork</i>	177
<i>Leading Project Teams</i>	178
Cross-Functional Teams	179
Multicultural Teams	179
High-Performing Teams	180
<i>High-Performing Inclusive Teams</i>	181
Pseudo Temporary Teams	181
<i>Dean Smith</i>	182
<i>César Estrada Chávez</i>	184
<i>Barry and Eliot Tatelman</i>	185

CHAPTER 10 LEADERSHIP 2.0: VIRTUAL LEADERSHIP

*Mary Satchwell, Michael Loban, Jeffrey Shepard,
Jennifer Patrick-Gaines*

Virtual Leadership	190
<i>Skills and Techniques for Effective Virtual Leadership</i>	190
Virtual Organizations	193
Virtual Workforce	193
<i>Telecommuting</i>	196
<i>Virtual Work and Outsourcing</i>	196
<i>Virtual Teams</i>	197
<i>Jetblue Airlines</i>	199
<i>Using Technology to Enhance Virtual Organizations</i>	200
Leadership and Technology: Case Studies	204
<i>Marshall Goldsmith</i>	205

CHAPTER 11 PHILOSOPHY AND LEADERSHIP

E. Paul Coletta

- The Greeks: The Leader as Harmonizer and Teacher 209
- Plato's *Republic*: Ideal Leader in the Ideal City 209
- The Leader as Provider of Resources and Guide to Others 212
- The Leader as Mediator of Individual Self-Interest 213
 - Thomas Hobbes* 213
 - John Locke* 214
 - Niccolo Machiavelli* 215
 - Mahatma Gandhi* 217

CHAPTER 12 UNITED STATES MILITARY LEADERSHIP—THE ART OF COMMAND

Arthur Shriberg, Stanley Bard

- The Study of Military Leadership: What's in it for Me? (WIFM) 222
- Boardroom to Battlefield: Comparison and Contrast 223
 - Areas of Difference* 224
 - Areas of Similarity* 226
- Military Leadership Defined and Applied 227
- Informed Leadership 231
- Learning Leadership 231
 - Dwight D. Eisenhower* 234
 - Major L. Tammy Duckworth* 235
 - General Colin L. Powell* 236

CHAPTER 13 LEADERSHIP FOR ENVIRONMENTAL SUSTAINABILITY

Mike Shriberg

- Why is it Difficult to be an Environmental Leader? 242
 - Ray Anderson* 245
 - David Orr* 246
- Sustainability: A Framework for Environmental Leadership and Action 248
 - Tragedy of the Commons* 248
- Advantages to Leadership on the Environment 251
- Transformational Environmental Leadership? 256
 - Rachel Carson* 258
 - Al Gore* 260

CHAPTER 14 PRACTICING LEADERSHIP—IT'S YOUR TURN

Michael Loban, Mary Satchwell, David Shriberg, Arthur Shriberg

- Michael Loban's Approach: The Versatile Student Leader 264
 - Leadership Habits* 264
 - Reading People, Environments, and Circumstances* 270
 - The Alchemy of Change* 273
- Mary Satchwell: The "ACE" Theory of Leadership 275
- Putting it All Together: Your Personal Theory on Leadership 279

REFERENCES 282

INDEX 297