Leadership Virtues/characteristics based on a balance Model:

(specific wording of these anchors need to be worked on)

Ideal balance determined by context, followers (e.g. their developmental level aka situational theory). Hypothetically we could validate best leadership in several contexts/developmental levels of followers.

Based on:

1. Concepts/constructs considered important to leadership development
2. Transformational Leadership Dimensions
3. Servant Leadership Dimensions
4. A bit from trait theory (we can play with these.

Based on the recent research that these two theories are considered to be fairly inclusive of ideal leadership.

Note: should we include the big five in here (or at least traits such as conscientiousness and extraversion research finds related to leadership)?

Note: We may also want to consider one dimension from Full range model where transformational leadership comes from on contingent LD (we already have one that is inclusive of Laissez faire leadership though it resides in the SL Dimension.

**Characteristics research finds important in effective leadership development:**

OCD thought/-------------------------------------------------------------------------------------Don’t think about rumination (balanced reflection) neg. outcomes

Recognize own strength/talents Recognize own to detriment of others------------------------------------------------------------------- weaknesses but don’t (self awareness) see others

**\*Need to work on this. These two dimensions are related but I think separate. I think of the somewhat as a balance between being self-aware vs. overly self-critical. And aware of faults of others but still accepting of their potential. Not sure if this 2nd one should be split into two sections.**

**SL dimensions/concepts:**

**Based on VanDierendonck model of SL (probably most accepted).**

Hovering ---------------------------------------------------------------------------------------------Laissez Fair/

helicopter delegation

(Empowerment/Standing Back)

Self-abasement------------------------------------------------------------------------------------Conceit

(I know nothing) (can’t teach me)

(humility)

Impression Management/--------------------------------------------------------------------Unvarnished

(Authenticity) demonstration/expression of

(Idealized influence) Self

**\*note: this one is both SL and TL but ideal balance is different.**

Impulsiveness/-------------------------------------------------------------------------------------procrastination/

Rashness (courage) cowardness

Focus on how--------------------------------------------------------------------------------------Focus on how behavior/outcomes behavioral/outcomes influence the present to influence the future to the detriment of the future. The detriment of the present.

(stewardship)

People focus at goal-----------------------------------------------------------------------------Goal/profit focus

/profit expense at people expense

(results orientation) (interpersonal acceptance) (results oriented interpersonal acceptance/psyc safety)

**\*note: Results orientation and Interpersonal acceptance are two separate dimensions of SL that I think need to be balance to properly reflect both the “servant” and the “leadership” dimension of SL**.

One way flow of-------------------------------------------------------------------------------two-way flow of development/influence development/influence

Development/influence

Wording to reflect balance?

**Note: not sure if hierarchal/lateral DM should be included here (though that is probably in the domain of shared leadership. We could consider/add.**

**Tranformational Leadership Related Dimensions/Part of Construct:**

Inspirational Motivation Inspirational motivation

focuses on ----------------------------------------------------------------------------------------------focused on

*Managing meaning* of common goal helping followers *find/generate own meaningfulness*

wording to reflect balance?

Focus on --------------------------------------------------------------------------------------------------focus on

Cognitive understanding emotional understanding

(ToM) (empathy)

(Intellectual stimulation empathy balance)

Individualized 1-on-1

focus-------------------------------------------------------------------------------------------------------Collective

Team/focus

wording to reflect balance?

(this one is also central to SL)

**BFI additions (that don’t overlap too much with others and research suggests may be related to effective leadership:**

Neuroticism-------------------------------------------------------------------------------------emotional stability

Balanced emotional regulation

Extreme

Conscientiousness---------------------------------------------------------------------------Not Conscientious

Balance Self-regulation

\*There is also the concept of self and other oriented self-regulation……

Introversion------------------------------------------------------------------------------------Extraversion

Wording to reflect balance?