**SUMMARY:**

**Leadership**- Process of providing general direction and influencing individuals or groups to achieve goals. **Important Leadership Traits**- Drive, Leadership Motivation, Integrity, Self-Confidence, Cognitive Ability, Knowledge of the Domain, Charisma, Flexibility & Creativity

**Job-Centered Style** - Emphasizes employee tasks and the methods used to accomplish them. **Employee-Centered Style** - Emphasizes employees’ personal needs and the development of interpersonal relationships

**Consideration** - Behavior that expresses friendship, develops mutual trust and respect, and have strong interpersonal relationships with those being led. **Initiating Structure**- Demonstrated by leaders who establish well-defined patterns of organization and communication, define procedures, and delineate their relationships with those being led. \*Leaders can exhibit characteristics of both employee-centered and job-centered styles\*

**Leader-Member Relations-** Degree to which a leader is respected, is accepted as a leader, and has friendly interpersonal relations. **Task Structure**- Degree to which tasks can be broken down into easily understood steps or parts.

**Contingency Theory of Leadership Effectiveness** - Fred Fiedler, Leader effectiveness depends on interaction of his style of behavior with certain characteristics of the situation **Leader-Member Relations** - Degree to which leader is respected, is accepted, and has friendly interpersonal relations. **Task Structure** - Degree to which tasks can be broken down into easily understood steps or parts. **Position Power** - Ability of leader to reward, punish, promote, or demote individuals in the organization

**Path-Goal Leadership Theory** - Based on expectancy concepts from study of motivation, which suggests that leader effectiveness depends on ability of leader to enhance performance expectancies and valences of his/her subordinates. **Directive Leadershi**p - Implementing guidelines, providing information on expectations, setting definite performance standards, and enforcing rules. **Supportive Leadership** - Friendliness and concern for individuals’ well-being, welfare, and needs. **Achievement-Oriented Leadership** - Setting challenging goals and seeking to improve performance. **Participative Leadership** - Sharing information, consulting with followers, and emphasizing group decision making

**Transactional Leadership** - Based on the exchange relationship between followers and leaders. Contingent reward behavior and active management-by-example behavior.

**Transformational Leadershi**p - Motivating followers to do more than expected, to continuously develop and grow, to increases self-confidence, and to place the interests of the organization before their own. Involves charisma, intellectual stimulation, and individual consideration

**Charisma** - Ability to inspire emotion and passion in followers and to cause them to identify with the leader

**Leader-Member Exchange (LMX)** - Focused on leaders developing more positive relationships with some individuals, and having more positive exchanges with these individuals

**Servant Leadership** - Focused on serving others

**Structural-Cultural Model** - Because women often experience lack of power, lack of respect, and certain stereotypical expectations, they develop leadership styles different from those of me