

The Bass Handbook of Leadership

**THEORY, RESEARCH, AND
MANAGERIAL APPLICATIONS**

Fourth Edition

**Bernard M. Bass
with Ruth Bass**

HOCHSCHULE
• LIECHTENSTEIN
Bibliothek

FREE PRESS

New York London Toronto Sydney

Contents

Foreword	v		
In Memory of Bernard M. Bass	vii		
Acknowledgments	xi		
Preface	xvii		
PART I			
Introduction			
1. Concepts of Leadership	3	5. Traits of Leadership (1970-2006)	103
Myths, Legends, and Religious Texts • The Modern Study of Leadership • Universality of Leadership • Defining Leadership • Leadership, Headship, and Management • An Evolving, Expanding Conceptualization of Leadership • Summary and Conclusions		Situationalism • Heritability, Genes, and Biological Bases of Leadership in Behavior • Personality Traits Correlated with Emergent and Effective Leadership • Task Competence • Socioeconomic and Interpersonal Competence • Summary and Conclusions	
2. Types and Taxonomies	27	6. Activity Level	136
Types of Leadership in Small Groups • Types of Leadership in Organizations and Institutions • Taxonomies of Leaders According to Their Functions, Roles, Perceptions, and Behaviors • Taxonomies of Leaders According to Their Styles and Patterns of Behavior • Commonalities in Types and Taxonomies • Summary and Conclusions		Antecedents of Active Leadership • Effects of Active Leadership on Followers • The Motivation to Manage • Inactive or Laissez-Faire Leadership • Summary and Conclusions	
3. Models and Theories of Leadership	46	7. Authoritarianism, Power Orientation, Machiavellianism, and Leadership	151
Good and Bad Theories • Sources of Current Models and Theories • Methods and Measurements • Summary and Conclusions		The Authoritarian Personality • Authoritarianism and Leadership • Power Motivation • Machiavellianism • Political Psychology and Leadership in Organizations • Summary and Conclusions	
PART II			
Personal Attributes of Leaders			
4. Traits of Leadership (1904-1970)	81	8. Values, Self-Esteem, Weil-Being, and Leadership	167
1904-1908 • Conclusions as of 1948 • Traits of Leadership (1948-1970) • Factor Analyses of the Traits of Leadership • Conclusions by 1970		Values • Motives • Concepts of the Self • Satisfaction with the Leadership Role • Health, Weil-Being, and Leadership • Summary and Conclusions	
		9. Ethics and Leadership	199
		Philosophies of Ethical Leadership • Ethical Leader Behavior • Ethics and Effectiveness • Spiritual Leadership • Moral Reasoning • Character • Vices of Leadership • Dealing with Ethical and Unethical Practices • Impact of the Internet • Summary and Conclusions	

PART III		
Personal Attributes of Leadership		
10. Leadership and Accorded Status, Esteem, and Trust	241	
Status • Esteem • Trust • Summary and Conclusions		
11. Power and Leadership	263	
Definitions of Social Power • Personal versus Positional Power • Varied Uses of Power • Power and Emergence as a Leader • The Bases of Power • Antecedents and Consequences of the Bases of Power • Summary and Conclusions		
12. Leadership and the Distribution of Power	291	
Importances of Differences in Power • Distribution of Power in Communities and Organizations • The Power of the Group • Power, Leadership, and Structure • Empowerment • Industrial Democracy • Power Sharing in Planning Change • Summary and Conclusions		
13. Resolution of Conflict	319	
Sources of Conflict • Conditions <i>That</i> Resolve or Reduce Conflicts • Managing Conflict • Legitimatization and Conflict • Constructive Conflict • Summary and Conclusions		
14. Authority, Responsibility, Accountability", and Leadership	353	
Authority • Responsibility • Accountability • Delegation • Summary and Conclusions		
15. Reinforcement and Instrumental Leadership	366	
Leadership as a Social Exchange • Reinforcement (Instrumental) Leadership and Followership • Applying Contingent Reinforcement • Reinforcement and the Emergence of Leaders • The Dynamics of the Exchange Relationship • Limits to Contingent Reinforcement • Constraints on the Use and Impact of Feedback • Constraints on the Performance-Appraisal Interview • Implicit Theories of Leadership as Moderators of LMX • Summary and Conclusions		
16. Followers and Mutual Influence on Leadership		
The Leader's Influence • Followers'Impact on Leaders • Leader-Member Exchange (LMX) • The Reciprocal Relationship • Summary and Conclusions		
PARTW		
Styles of Leadership		
17. Autocratic versus Democratic Leadership		
The Two Opposing Approaches • Authoritarian and Democratic Leadership • Effects of Autocratic and Democratic Leadership • Antecedent Conditions That Moderate the Effects of Autocratic and Democratic Leadership * Large-Scale, Long-Term Comparisons of Autocratic and Democratic Systems • Summary and Conclusions		
18. Directive versus Participative Leadership		
Making Decisions • The Continuum • Aspects of Direction and Participation • Antecedents of Direction and Participation • General Effects on Benefits and Costs of Directive and Participative Leadership • Additional Contingent Effects of Directive and Participative Leadership • Deduced Models for Achieving Decision Quality or Subordinate Acceptance • Summary and Conclusions		
19. Task versus Relations Orientation		
Task, Relations, and Change Orientation • Antecedents of Task-, Relations-, and Change-Oriented Leadership • General Consequences of Relations-Oriented, Task-Oriented, and Change-Oriented Leadership • Blake and Mouton's Grid Theory • Situational Contingencies Affecting Outcomes • The Hersey-BJanchard (Situations) Leadership Theory (SLT) • Fiedler's Contingency Model of Leadership • Summary and Conclusions		
20. Initiation versus Consideration		
Descriptive Factors • Psychometric Properties • Alternative and Additional Scales • Behavioral Descriptions of the Ideal Leader • Antecedents		

Contents

and Correlates of Consideration and Initiation of Structure • General Effects on Productivity, Satisfaction, and Other Criteria • Contingencies in the Effects of Consideration and Initiation • Causal Effects • Summary and Conclusions

PART V

The "New" Leadership: Charismatic and Transformational Leadership

21. Charismatic Leadership 575
Concepts of Charismatic Leadership • The Charismatic Relationship Theories • Characteristics of Charismatic Leaders • Characteristics of Followers • The Emergence of Charisma • The Charismatic Leader in Complex Organizations: A Conceptual Examination • Empirical Studies of Charismatic Leadership • A Dynamic Model of the Charismatic Process of the Leader, the Followers, and Their Social Interaction • Inspirational Leadership • Summary and Conclusions
22. Transformational Leadership 618
Components of Transformational Leadership • Components of Transactional Leadership • The Model of the Full Range of Leadership • Other Concepts and Methods Relevant to Transformational and Transactional Leadership • Antecedents of Transformational and Transactional Leadership • Effects of Transformational and Transactional Leadership • Other Related Concepts and Propositions • Criticisms and Problems • Summary and Conclusions

PART VI

Management and Organizations

23. Managerial Work 651
Functions of Management and Leadership in Formal Organizations • What Leaders and Managers Do • Methods and Dimensions for Studying What Managers Do • Time Spent and Work Done by Managers • Mintzberg's Managerial Roles • Managerial Activities • Moderators of the Manager's Work, Functions, and Roles • Summary and Conclusions
24. Strategic and Executive Leadership 682
Upper-Level Management Theory • Agency Theory • Interplay between Strategy and Executive Leadership • Executive Leadership • Setting Policies and Strategies • Political Leadership • American Presidents as Leaders • Prime Ministers and Chancellors as Leaders • Summary and Conclusions
25. Environment and Organizational Effects 716
Trait Approach versus Situation • Theories, Models, and Prescriptions • Leadership, Organization, and the External Environment • Organizations and Leadership • Leadership and the Organization's Internal Environment • Leadership and Organizational Culture • Summary and Conclusions
26. Leadership in Groups and Teams 756
Roles of the Leader • Functions of the Leader • Teams versus Groups • Effects of Groups and Teams on Their Leaders • The Effects of Leaders on the Group or Team • Summary and Conclusions
27. Effects of Task and Technology 786
Leadership in a Technology-Enabled Working Environment • The Leader's Competence and the Requirements of Tasks • Important Dimensions of Tasks • Sociotechnical Systems • Leadership and Phases in Group Problem Solving • Effects of Type of Task • Path-Goal Theory: The Explanation of Task Effects on Leadership • Summary and Conclusions
28. Stress Effects 812
The Nature of Stress • A Model of Group Responses to Stress • Leadership under Stress • Successful but Not Necessarily Effective Leadership • Stress and Effective Leaders • Summary and Conclusions
29. Effects of Space, Virtuality, and Substitutes for Leadership 840
Interaction Potential • Leadership and Physical Space • Leadership and Psychosocial Space • Networks • Electronic Communication Networking • E-Leadership • Leadership in

Experimental Communication Networks •
 Statistical Proxies • Self-Management •
 Summary and Conclusions

30. Transfer and Succession 874
 Persistence • Transfer of Leadership •
 Succession • Summary and Conclusions

**PART VII
 Diversity and Cultural Effects**

31. Women as Leaders and Followers 899
 Two Examples • Interest in Women Leaders •
 Then and Now * Increase in Management and
 Administration • Increase in MBAs • Society in
 Transition • Constraints on Opportunities for
 Leadership • Conflicting Stereotypes of Women
 and Managers • Differences in the Leadership
 Potential of Women and Men • Differences
 in Leadership Style between Women and
 Men • Moderating Effects • Career
 Advancement of Women Leaders and
 Managers • Summary and Conclusions

32. Minorities as Leaders and Followers 943
 The Challenge of Diversity • African
 Americans and Leadership • Performance of
 Blacks and Whites as Leaders • Hispanics •
 Other Ethnic Minorities • Other Minorities •
 Summary and Conclusions

33. Globalization and Cross-National Effects 980
 Issues of Consequence • Culture, Country, and
 Attributes of Leadership • Universality •
 Origins of Leaders • Cultural and Institutional
 Changes • Personal Values, Motives, and
 Goals • Differences in Leadership Across
 Cultures • Styles of Leadership • Leadership
 in the Multinational Firm • Summary and
 Conclusions

**PART VIII
 Development and Identification of
 Leaders and Leadership**

34. Training and Development 1051
 Development of Leadership • Developmental
 Issues in Leadership • Educational Institutions

• Career Issues • Value of Training and
 Development in Leadership • Assessing
 Organizational and Individual Needs •
 Off-the-Job Leadership Training and Development
 • On-the-job Leadership Training and
 Development • Giving and Receiving
 Feedback • Expected Effects of Leadership
 Training and Education • Training and
 Education in Leadership Styles • Motivation
 to Learn Leadership • Programmatic Applications
 • Evaluation of Leadership Training and
 Education • Factors That Affect Training
 Outcomes • Summary and Conclusions

35. Assessment, Appraisal, and Selection 112
 Purposes of Assessment • Varieties of Available
 Assessment Information • Importance of
 Effective Assessment and Appraisal • Importance
 of Acceptability of Appraisals and Feedback for
 Development • CEO Performance Evaluation
 • Judgmental Approaches • Multiple Ratings
 Sources • Moderators of Judgments and Their
 Predictive Validity • Assessment Centers •
 Summary and Conclusions

**PART DC
 The Future**

36. Looking Ahead
 Expected Developments in Leadership
 Research • Considerations in Looking
 Ahead • Methodological Issues • A Future
 of Variety • Substantive Issues • Summary
 and Conclusions

Glossary 1209
 References 1219
 Subject Index 1437
 Author Index 146S