

## The Full-Range Leadership Model Summary

Leadership Behaviors	Laissez-Faire	Transactional		Transformational			
<p><b>Explanation</b></p> <p>Leadership is absent.</p> <ul style="list-style-type: none"> <li>A leader who is out playing golf instead of working with his staffer.</li> <li>A supervisor focused only on career goals, not the mission or people.</li> </ul> <p><b>and</b></p>	<p>Based on task-orientated communication.</p> <ul style="list-style-type: none"> <li>A supervisor explains that higher performers make more pay.</li> <li>A coach tells the team which play to run and they are rewarded by winning.</li> <li>When the CEO explains his strategy to the company, and they achieve strategic goals.</li> </ul>	<p>Based on emotional, charismatic, inspirational, or visionary leadership.</p> <ul style="list-style-type: none"> <li>A leader inspiring followers to exceed expectations to achieve higher-purpose goals.</li> <li>A leader who through word or deed appeals to selfless qualities and values in followers to motivate them to success.</li> </ul>					
<b>Examples</b>	 Charles I	 Napoleon Bonaparte		 Henry V			
<b>Leadership Traits</b>	Hands-Off Leadership	Management by Exception	Contingent Reward	Individual Consideration <i>Caring</i>	Intellectual Simulation <i>Thinking</i>	Inspirational Motivation <i>Charming</i>	Idealized Influence <i>Influencing</i>
<p><b>Explanation</b></p> <p>Leadership is absent.</p> <p><b>and</b></p>	<p>Leaders set and monitor deviations from set standards.</p>	<p>Leaders provide rewards in return for performance.</p>	<p>Leaders value and provide for subordinates' needs.</p>	<p>Leaders challenge the norm and encourage creativity.</p>	<p>Leaders inspire through words and symbols.</p>	<p>Leaders inspire through actions.</p>	
<b>Example</b>	 Saddam Hussein	 Lt John Chard	 Shaka Zulu	 Attila the Hun	 George Kenney	 Henry V	 Marshal Michel Ney

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<b>Leaders' Descriptive Behaviors</b>	Leaders: <ul style="list-style-type: none"> <li>• Avoid taking stands on issues.</li> <li>• Do not emphasize results.</li> <li>• Refrain from intervening when issues arise.</li> <li>• Are unaware of followers' performance.</li> </ul>	Leaders: <ul style="list-style-type: none"> <li>• Monitor performance and take corrective action as necessary.</li> <li>• Focus attention on irregularities, mistakes, exceptions and deviations from standards.</li> <li>• Direct attention toward failures to meet standards.</li> <li>• Don't interfere until problems become serious.</li> <li>• Embody an "If-it-ain't-broke- don't-fix-it" philosophy.</li> </ul>	Leaders: <ul style="list-style-type: none"> <li>• Focus on exchange of resources.</li> <li>• Provide tangible/ intangible support and resource to followers in exchange for efforts and performance.</li> <li>• Example: Leaders explaining a sales force how much more money they could make by having more sales.</li> </ul>	Leaders: <ul style="list-style-type: none"> <li>• Recognize the unique growth and development needs of followers.</li> <li>• Coach followers.</li> <li>• Consult with followers.</li> </ul>	"Leadership is getting people to follow you because they are curious" – Colin Powell Leaders: <ul style="list-style-type: none"> <li>• Challenge organizational norms.</li> <li>• Encourage divergent thinking.</li> <li>• Push followers to develop innovative strategies.</li> </ul>	Leaders: <ul style="list-style-type: none"> <li>• Build confidence and inspire using symbolic elements and persuasive language.</li> <li>• Have a strong vision for the future based on values and ideals.</li> </ul>	Leaders: <ul style="list-style-type: none"> <li>• Have high standards of moral and ethical conduct.</li> <li>• Are held in high personal regard.</li> <li>• Engender loyalty from followers.</li> </ul>
<b>Ways to Improve</b>	<ul style="list-style-type: none"> <li>• Avoid this style of leadership!</li> </ul>	<ul style="list-style-type: none"> <li>• Warn teams as they approach specific performance limits.</li> <li>• Do not hesitate to bring mistakes to the attention of your followers.</li> </ul>	<ul style="list-style-type: none"> <li>• Set criteria level.</li> <li>• Make sure followers know who is in charge of each action.</li> <li>• Discuss in specific terms who is responsible for achieving performance targets.</li> <li>• Express satisfaction when others meet expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize individual accomplishments.</li> <li>• Provide individual support.</li> <li>• Spend time teaching and coaching.</li> <li>• Consider an individual as having different needs, abilities, and aspiration from others.</li> <li>• Practice "management by walking around" to get to know people and their needs.</li> <li>• Get to know people as "whole people," not just subordinates or employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Question assumptions, reframe problems, and approach old problems in new ways.</li> <li>• Get others to look at problems from many different angles.</li> <li>• Suggest new ways of looking at how to complete assignments.</li> <li>• Ask for suggestions.</li> <li>• Ask teammates to look for new ways of doing their job.</li> <li>• Update strategies as necessary.</li> <li>• Do not criticize approaches that are new and/or different.</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate a compelling vision of the future.</li> <li>• Have a powerful, confident, and dynamic interaction style by: <ul style="list-style-type: none"> <li>• Shaking hands</li> <li>• Alternating between sitting and walking between participants</li> <li>• Making eye contact</li> <li>• Using hand gestures for emphasis while speaking</li> <li>• Displaying animated facial expressions</li> </ul> </li> <li>• Express confidence that goals will be achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Do the right thing.</li> <li>• Emphasize shared values and collective mission.</li> <li>• Display in actions and words a strong sense of purpose and integrity.</li> <li>• Consider the moral and ethical consequences of decisions.</li> </ul>
<b>Additional Notes</b>	<ul style="list-style-type: none"> <li>• Leaders avoid getting involved when important issues arise.</li> </ul>	<ul style="list-style-type: none"> <li>• May be active or passive. <ul style="list-style-type: none"> <li>○ Active: Leaders direct attention toward failures to meet standards.</li> <li>○ Passive: Leaders take no action until complaints/failures are detected.</li> </ul> </li> <li>• May be less effective than contingent reward approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Reasonably effective.</li> <li>• Leaders assign or obtain follower agreement on what needs to be done, exchanging rewards when goals are achieved.</li> <li>• Leaders must make clear what subordinates will receive.</li> <li>• Style is transactional when reward is material, but</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders attend to others' needs for achievement and growth and coach-mentor others to help them achieve their goals.</li> <li>• Leadership response is tailored to individual needs.</li> </ul>	<ul style="list-style-type: none"> <li>• New ideas and creative problem solutions are solicited from followers who are included in the problem-solving process.</li> <li>• Leaders support suggestions and those who make them.</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders provide meaning and challenge to their follower's work.</li> <li>• Leaders encourage followers' involvement in their vision for the future, communicating expectations and demonstrating personal commitment to goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Role models for followers, demonstrating impeccable standards of ethical and moral conduct.</li> <li>• Leaders willing to take risks, but are consistent in their behaviors.</li> <li>• Leaders can be relied upon to "do the right thing."</li> </ul>

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