# The Full-Range Leadership Model Summary

<table>
<thead>
<tr>
<th>Leadership Behaviors</th>
<th>Laissez-Faire</th>
<th>Transactional</th>
<th>Transformational</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Explanation</strong></td>
<td>Leadership is absent.</td>
<td>Based on task-orientated communication.</td>
<td>Based on emotional, charismatic, inspirational, or visionary leadership.</td>
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<tr>
<td>and</td>
<td>• A leader who is out playing golf instead of working with his staffer.</td>
<td>• A supervisor explains that higher performers make more pay.</td>
<td>• A leader inspiring followers to exceed expectations to achieve higher-purpose goals.</td>
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<td>and</td>
<td>• A supervisor focused only on career goals, not the mission or people.</td>
<td>• A coach tells the team which play to run and they are rewarded by winning.</td>
<td>• A leader who through word or deed appeals to selfless qualities and values in followers to motivate them to success.</td>
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<th>Examples</th>
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<td>Charles I</td>
<td>Napoleon Bonaparte</td>
<td>Henry V</td>
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<th>Inspirational Motivation</th>
<th>Idealized Influence Influencing</th>
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<td>Explanation</td>
<td>Leadership is absent.</td>
<td>Leaders set and monitor deviations from set standards.</td>
<td>Leaders provide rewards in return for performance.</td>
<td>Leaders value and provide for subordinates' needs.</td>
<td>Leaders challenge the norm and encourage creativity.</td>
<td>Leaders inspire through words and symbols.</td>
<td>Leaders inspire through actions.</td>
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<tr>
<td>Example</td>
<td>Saddam Hussein</td>
<td>Lt John Chard</td>
<td>Shaka Zulu</td>
<td>Attila the Hun</td>
<td>George Kenney</td>
<td>Henry V</td>
<td>Marshal Michel Ney</td>
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| Leaders’ Descriptive Behaviors | Leaders:  
- Avoid taking stands on issues.  
- Do not emphasize results.  
- Refrain from intervening when issues arise.  
- Are unaware of followers’ performance. | Leaders:  
- Monitor performance and take corrective action as necessary.  
- Focus attention on irregularities, mistakes, exceptions and deviations from standards.  
- Direct attention toward failures to meet standards.  
- Don’t interfere until problems become serious.  
- Embody an “If-it-ain’t-broke–don’t-fix-it” philosophy. | Leaders:  
- Focus on exchange of resources.  
- Provide tangible/intangible support and resource to followers in exchange for efforts and performance.  
- Example: Leaders explaining a sales force how much more money they could make by having more sales. | Leaders:  
- Recognize the unique growth and development needs of followers.  
- Coach followers.  
- Consult with followers. | "Leadership is getting people to follow you because they are curious" — Colin Powell  
Leaders:  
- Challenge organizational norms.  
- Encourage divergent thinking.  
- Push followers to develop innovative strategies. | Leaders:  
- Build confidence and inspire using symbolic elements and persuasive language.  
- Have a strong vision for the future based on values and ideals. | Leaders:  
- Have high standards of moral and ethical conduct.  
- Are held in high personal regard.  
- Engender loyalty from followers. |
| Ways to Improve | Avoid this style of leadership! | Warn teams as they approach specific performance limits.  
- Do not hesitate to bring mistakes to the attention of your followers. | Set criteria level.  
- Make sure followers know who is in charge of each action.  
- Discuss in specific terms who is responsible for achieving performance targets.  
- Express satisfaction when others meet expectations. | Recognize individual accomplishments.  
- Provide individual support.  
- Spend time teaching and coaching.  
- Consider an individual as having different needs, abilities, and aspiration from others.  
- Practice “management by walking around” to get to know people and their needs.  
- Get to know people as “whole people,” not just subordinates or employees. | Question assumptions, reframe problems, and approach old problems in new ways.  
- Get others to look at problems from many different angles.  
- Suggest new ways of looking at how to complete assignments.  
- Ask for suggestions.  
- Ask teammates to look for new ways of doing their job.  
- Update strategies as necessary.  
- Do not criticize approaches that are new and/or different. | Articulate a compelling vision of the future.  
- Have a powerful, confident, and dynamic interaction style by:  
- Shaking hands  
- Alternating between sitting and walking between participants  
- Making eye contact  
- Using hand gestures for emphasis while speaking  
- Displaying animated facial expressions  
- Express confidence that goals will be achieved. | Do the right thing.  
- Emphasize shared values and collective mission.  
- Display in actions and words a strong sense of purpose and integrity.  
- Consider the moral and ethical consequences of decisions. |
| Additional Notes | Leaders avoid getting involved when important issues arise. | May be active or passive.  
- Active: Leaders direct attention toward failures to meet standards.  
- Passive: Leaders take no action until complaints/failures are detected.  
- May be less effective than contingent reward approach. | Reasonably effective.  
- Leaders assign or obtain follower agreement on what needs to be done, exchanging rewards when goals are achieved.  
- Leaders make clear what subordinates will receive.  
- Style is transactional when reward is material, but | Leaders attend to others’ needs for achievement and growth and coach-mentor others to help them achieve their goals.  
- Leadership response is tailored to individual needs. | New ideas and creative problem solutions are solicited from followers who are included in the problem-solving process.  
- Leaders support suggestions and those who make them. | Leaders provide meaning and challenge to their follower’s work.  
- Leaders encourage followers’ involvement in their vision for the future, communicating expectations and demonstrating personal commitment to goals. | Role models for followers, demonstrating impeccable standards of ethical and moral conduct.  
- Leaders willing to take risks, but are consistent in their behaviors.  
- Leaders can be relied upon to “do the right thing.” |

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Transformational if reward is psychological.