

Chapter 1 – Introduction

Discussion/Study Questions

1. Who are some of the scholars known for leadership research?
2. Describe the leadership classification scheme proposed by Bass.
3. Explain the four components identified as central to leadership.
4. Explain how the trait approach and the process approach differ.
5. Describe the differences between assigned leadership and emergent leadership.
6. Explain the six types of power identified by French and Raven.
7. Explain coercion and some of the leaders identified with coercive leadership techniques.
8. Describe the similarities and differences between leadership and management.
9. What is the relationship between leadership and power? Leadership and influence?
10. What does it mean to lead oneself?
11. What do the emerging leadership approaches (authentic leadership, spiritual leadership, servant leadership, and adaptive leadership) have in common?
12. How has access to technology empowered followers today?

Chapter 2 – Trait Approach

Questions for Study

1. What noted researchers are associated with leadership traits?
2. What methods have researchers used to investigate leadership traits?
3. Which traits are cited most often in research results?
4. What does the trait approach suggest about effective organizational leadership?
5. How might the trait approach be used for personal awareness and development?
6. How has the focus of trait research shifted over time?
7. What are the Big 5 personality factors and how do they relate to leadership?
8. What are strengths of the trait approach?
9. What are criticisms of the trait approach?
10. How well do the ten items on the questionnaire correspond with the five major leadership traits listed in Table 2.2?
11. What is charisma?
12. What traits distinguish charismatic leaders from others?
13. How does the trait approach fit with the four components of leadership?