

GARY A. YUKL | WILLIAM L. GARDNER

LEADERSHIP IN ORGANIZATIONS



NINTH EDITION

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A. References

Vice President, Business, Economics, and UK Courseware: Donna Battista

Director of Portfolio Management: Stephanie Wall

Specialist Portfolio Manager: Kris Ellis-Levy

Editorial Assistant: Amanda McHugh

Vice President, Product Marketing: Roxanne McCarley

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Learning Tools Strategist: Michael Trinchetto

Managing Producer, Digital Studio and GLP: James Bateman

Managing Producer, Digital Studio: Diane Lombardo

Digital Studio Producer: Monique Lawrence

Digital Studio Producer: Alana Coles

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*For their support, devotion, and love, this book is dedicated to Maureen and
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About the Authors

Gary Yukl

After more than 45 years of studying leadership, Dr. Gary Yukl is highly qualified to write about the subject. His highest academic degree is a Ph.D. in Industrial-Organizational Psychology from the University of California, Berkeley. He is an emeritus professor at UAlbany, State University of New York, where before retiring he taught courses in leadership at the undergraduate, MBA, and doctoral level. He is a member of the editorial boards for several important journals that publish articles on leadership theory and research. His own publications include many articles on leadership, and he has received a number of awards for best research article, most-cited article, and best convention paper. He has also received two lifetime achievement awards for his research and publications: the 2007 Walter Ulmer Applied Research Award from the Center for Creative Leadership, and the 2011 Eminent Leadership Scholar Award from the Academy of Management Network of Leadership Scholars. He has consulted with several business and public-sector organizations to help improve the effectiveness of their managers, and the leadership development programs he designed for a consulting company were used by managers and administrators in many organizations. Some of the practical guidelines presented in this book are from management development programs found to improve the effectiveness of the participants. For his exceptional research and scholarship he was elected a Fellow of the American Psychological Association, the American Psychological Society, the Society for Industrial-Organizational Psychology, and the Academy of Management.

William L. Gardner, III

Drawing on his 40-plus years of teaching and researching leadership, Dr. William (Bill) Gardner is well positioned to share his insights on leaders and effective leadership. His highest academic degree is a Doctor of Business Administration (DBA) from Florida State University. He holds the Jerry S. Rawls Chair in Leadership and serves as the Director of the Institute for Leadership Research in the Rawls College of Business at Texas Tech University. He previously held faculty positions at Southern Illinois University, the University of Mississippi, and the University of Nebraska–Lincoln. During his career, he has taught leadership and management courses at the undergraduate, masters, professional MBA, and doctoral levels. Currently, he serves as the Editor-in-Chief for *Group & Organization Management* and as an Associate Editor for *The Leadership Quarterly*. He has published numerous high-impact articles focused on leadership in top-tier journals and received several best-paper and most-cited-article awards. In 2011, he received the Distinguished Doctoral Alumni Award from the College of Business at Florida State University. In 2015, Texas Tech recognized him as an “Integrated Scholar,” an honor bestowed to “a faculty member who not only demonstrates outstanding teaching, research, and service, but is able to generate synergy among the three functions.” In recognition of his extensive contributions to the Southern Management Association (SMA), including his service as President and an SMA Fellow, he received the “James G. (Jerry) Hunt Sustained Outstanding Service Award” in 2017.

Preface

This book is about leadership in organizations. Its primary focus is on managerial leadership as opposed to parliamentary leadership, leadership in social movements, or emergent leadership in informal groups. The book presents a broad survey of theory and research on leadership in formal organizations. Topics of special interest are the determinants of leadership effectiveness and how leadership can be improved. William Gardner was added as a second author for this edition to incorporate his knowledge and perspective on effective leadership.

The book is appropriate for use as the primary text in an undergraduate or graduate course in leadership. Such courses are found in many different schools or departments, including business, psychology, sociology, educational administration, public administration, and health-care administration. The book is on the list of required or recommended readings for students in many doctoral programs in leadership, management, and industrial-organizational psychology. With its focus on effective leadership in organizations, the book is especially relevant for students who expect to become a manager or administrator in the near future, for people who will be responsible for training or coaching leaders, and for people who will be teaching courses or workshops that include leadership as one of the key topics. The book is also useful for practicing managers and consultants who are looking for something more than vague theories and superficial answers to difficult questions about leadership. The book is widely used in many different countries, and some editions were translated into other languages, including Chinese, Korean, Indonesian, Spanish, Greek, Croatian, and Swedish.

The content of the book still reflects a dual concern for theory and practice. We have attempted to satisfy two different audiences with somewhat different perspectives. Most academics prefer a book that explains and evaluates major theories and relevant empirical research. They are most interested in how well the research was done, what was found, how well the research supports the theoretical basis for it, and what additional research is needed. Academics tend to be skeptical about the value of prescriptions and guidelines for practitioners and may consider them premature in the absence of further research. In contrast, most practitioners want some immediate answers about what to do and how to do it in order to be more effective as leaders. They need to deal with the current challenges of their job and cannot wait for decades until the academics resolve their theoretical disputes and obtain definitive answers. Practitioners are more interested in finding helpful remedies and prescriptions than in finding out how this knowledge was discovered. Readers who desire to improve their leadership effectiveness will find this edition of the book is even more useful than previous editions.

The different preferences are one of the reasons for the much-lamented gulf between scientists and practitioners in management and industrial-organizational psychology. We believe it is important for managers and administrators to understand the complexity of effective leadership, the source of our knowledge about leadership in organizations, and the limitations of this knowledge. Likewise, we believe it is important for academics to think more about how their theories and research can be used to improve the practice of management. Too much of our leadership research is designed to examine narrow, esoteric questions that only interest a few other scholars who publish in the same journals.

Academics will be pleased to find that major theories are explained and evaluated, findings in empirical research on leadership are summarized, and many references are provided to help readers find sources of

additional information about topics of special interest. The field of leadership is still in a state of ferment, with many continuing controversies about conceptual and methodological issues. The book addresses these issues, but the literature review was not intended to be comprehensive. Rather than detailing an endless series of weak theories and inconclusive studies like most handbooks of leadership, this book describes major findings about effective leadership and how they can be applied by readers.

For practitioners and students who desire to become effective managers, we attempted to convey a better appreciation of the complexity of managerial leadership, the importance of having theoretical knowledge about leadership, and the need to be flexible and pragmatic in applying this knowledge. The current edition provides many guidelines and recommendations for improving managerial effectiveness, but it is not a “practitioner’s manual” of simple techniques and secret recipes that guarantee instant success. The purpose of the guidelines is to help the reader understand the practical implications of the leadership theory and research, not to prescribe exactly how things must be done by a leader. Most of the guidelines are based on a limited amount of research and they are not infallible or relevant for all situations. Being a flexible, adaptive leader includes determining which guidelines are relevant for each unique situation.

Most chapters end with two short cases designed to help the reader gain a better understanding of the theories, concepts, and guidelines presented in the chapter. Most of the cases describe events that occurred in real organizations, but some cases were modified to make them more useful for learning basic concepts and effective practices. For many of the cases, the names of organizations and individuals were changed to keep the analysis focused on the events that occurred in a defined time period, rather than on recent events that may involve different leaders and a

different situation. The cases ask a reader to analyze behavioral processes, identify examples of effective and ineffective behavior, and suggest effective ways to handle the situation that is depicted.

In this ninth edition, the basic structure of most chapters remains the same, but the order of some chapters was changed, a few topics were moved to a different chapter, some new topics were added, and the discussion of some other topics was expanded. Since the book is not intended to be a history of leadership, it seemed appropriate to reduce the amount of detail about early research programs and old theories that are no longer popular, and focus more closely on what we now know about effective leadership.

New to This Edition

Following is a list of changes we made to make the book easier to understand and more useful to most readers:

- The number of chapters was reduced from 16 to 15 to improve the organization of content.
- The order of chapters was modified to improve the explanation of related topics.
- Every chapter has been updated and revised for clarity and understanding.
- New examples of effective and ineffective leadership were added to most chapters.
- Personal Reflection exercises were added to most chapters to help students think critically and apply the leadership concepts.
- Several new cases were added, and there are now two cases for all but the introduction and overview chapters.
- Over 500 citations to recent research were added throughout.
- The design of the book was updated, and two colors are used for this edition.