

1. Leadership as power (relates to the person(s) being influenced)
 - a. Referent
 - b. Legitimate
 - c. Expert
 - d. Reward
 - e. Coercive
2. Organizational Leadership
3. Trait Leadership: Has been hard to identify actual traits
 - a. Little correlation
 - b. Some traits are good unless done too much (e.g., talk)
 - c. Some evidence that leaders tend to be taller, more intelligent, have greater self confidence and be more enthusiastic
 - d. Too nice, too controlling may not work
 - e. "in every instance, the relation of the trait to the leadership role is more meaningful if consideration is given to the detailed nature of the role" --match leader to job
 - f. Some idea that past performance is best predictor
 - g. Also depends on leader's conception of the people working under him/her. Do they need to be motivated, controlled, supported, left alone?
 - h. One study: laissez faire, democratic, autocratic each resulted in very different atmospheres in a group and democratic was best.
 - i. Gender: as of late 80s, women leaders received more negative responses to suggestions than men making same suggestions. Effective leaders tended to be those who took a "male" role, while those taking "androgynous" or "female" roles did less well.
4. Situational theory: anyone can become a leader by mastering certain skills and knowledge
 - a. Task and relational dimensions
 - b. Some suggestion that maturity of followers follows bell curve and that leadership should move accordingly
5. Vision Theory/Ethical Assessment
6. Types of functional role
 - a. Group task roles
 - i. Initiator
 - ii. Opinion giver
 - iii. Information providers
 - iv. Elaborator
 - v. Coordinate
 - vi. Evaluator
 - vii. Energizer
 - b. Group maintenance roles
 - i. Encourager
 - ii. Supporter
 - iii. Harmonizer
 - iv. Gatekeeper
7. Integration of theories
 - a. A clear sense of purpose
 - b. Persistence
 - c. Self-Knowledge
 - d. A perpetual desire for learning

- e. Love of work
 - f. Ability to attract others
 - g. Emotional maturity (accepting self and others; support and trust)
 - h. Risk taking
 - i. Unwillingness to believe in failure
 - j. Sense of the public need
8. Contemporary Leadership
- a. Establishing the vision
 - b. Communicating the vision
 - c. Trust/Actions and strategies necessary to implement the vision
 - d. Self management: recognize strength and weaknesses, compensate for weaknesses, be able to take in feedback, willingness to involve others and delegate
 - i. Accept people as they are not as one would like them to be
 - ii. Approach relationships and problems in terms of present not past
 - iii. Not taking people for granted, showing appreciation
 - iv. Trust others
 - v. Work without constant approval and recognition from others; ability to make tough decisions that could displease.
 - vi. Ability to support