FULL RANGE LEADERSHIP MODEL

Transformational Leadership

- o **Individualized Consideration:** Involves understanding the unique needs and desires of each follower. The leader also provides coaching and mentoring according to these individual needs and in the service of the organizational mission.

- o **Intellectual Stimulation:** Involves valuing intellect and encourages followers to use imagination when solving problems. The leader challenges old ways of solving problems and encourages followers to use divergent perspectives.

- o **Inspirational Motivation:** Involves moving followers to achieve extraordinary levels of accomplishment by creating an attractive and compelling vision of the future. The leader helps followers to achieve goals that they didn't think were possible.

- o **Idealized Influence:** Involves building confidence in the team's vision and the leader conveys a sense of purpose and trust. Followers come to value and emulate the leader's behavior, assume the values that the leader portrays, and are favorably disposed to achieving the leader's vision.

Active Transactional Leadership

- o **Management-by-Exception (Active):** Involves consistently monitoring for deviations from standards. The leader attends mostly to mistakes, and arranges to know if something has gone wrong. Some of this is positive - too much is negative.

- o **Contingent Reward:** Involves clarifying desired outcomes and exchanging rewards for accomplishments. The leader develops clear goals, and provides recognition when these goals are achieved.

Non-Leadership

- o **Laissez-Faire Leadership** is characterized by avoidance and delaying. This type of leader is indifferent and often absent when needed.

- o **Management-by-Exception (Passive)** is characterized by waiting for problems to arise before taking action. The leader sets standards, but waits for deviations to occur before intervening.

CLIMATE EMBEDDING MECHANISMS

- o What leaders pay attention to, measure and control
- o How leaders react to critical incidents and crises
- o How leaders allocate resources, rewards and status
- o Role modeling, teaching and coaching
- o How leaders recruit, select and promote