

# An Integrative Theory of Leadership

Martin M. Chemers

A Psychology Press Book





# **An Integrative Theory Of Leadership**

Robert Sumi, Dana Mesner-Andolšek

#### An Integrative Theory Of Leadership:

An Integrative Theory of Leadership Martin M. Chemers, 1997 A definition of leadership that would be widely accepted by the majority of theorists and researchers might say that leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task The major points of this definition are that leadership is a group activity is based on social influence and revolves around a common task While this specification seems relatively simple the reality of leadership is very complex Intrapersonal factors thoughts and emotions interact with interpersonal processes attraction communication and influence to have effects on a dynamic external environment Each of these aspects brings complexity to the leadership process It is the purpose of this book to make that complexity a bit more manageable increasing the ability to understand what effective leadership is This volume offers a comprehensive analysis and integration of the empirical research literature and major theories of leadership It employs a functional analysis stressing what leaders must do to be effective and specifies the processes related to each function. The chapters provide an extensive review of the major approaches to leadership Each chapter is discussed with an eye to explaining the basic principles the research evidence and where appropriate the relationship of the theory or research program to other theories In addition this volume offers the most comprehensive treatment of cultural and gender factors in leadership of any recent book The question of male female differences in leadership style and performance is carefully analyzed against the empirical findings The ultimate goal of this review of the literature is to provide a basis for the presentation of an integrative model of leadership that brings together function and process and provides an armature for integrating what is known Integrative Theory of Leadership Martin Chemers, 2014-02-25 A definition of leadership that would be widely accepted by the majority of theorists and researchers might say that leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task The major points of this definition are that leadership is a group activity is based on social influence and revolves around a common task While this specification seems relatively simple the reality of leadership is very complex Intrapersonal factors thoughts and emotions interact with interpersonal processes attraction communication and influence to have effects on a dynamic external environment Each of these aspects brings complexity to the leadership process It is the purpose of this book to make that complexity a bit more manageable increasing the ability to understand what effective leadership is This volume offers a comprehensive analysis and integration of the empirical research literature and major theories of leadership It employs a functional analysis stressing what leaders must do to be effective and specifies the processes related to each function The chapters provide an extensive review of the major approaches to leadership Each chapter is discussed with an eye to explaining the basic principles the research evidence and where appropriate the relationship of the theory or research program to other theories In addition this volume offers the most comprehensive treatment of cultural and gender factors in leadership of any recent book The

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redefine leadership on their own terms with their own people Frances Hesselbein Chairman of the Board of Governors Leader to Leader Institute formerly the Drucker Foundation and coeditor of On Creativity Innovation and Renewal A Leader to Leader Guide 2002 and Leading Beyond the Walls 1999 From the earliest times people have been entranced by stories about leaders about Greek city state rulers Roman consuls Chinese emperors religious potentates military conquerors and politicians Perhaps more importantly leadership is a challenge and an opportunity facing millions of people in their professional and personal lives The Encyclopedia of Leadership brings together for the first time everything that is known and truly matters about leadership as part of the human experience Developed by the award winning editorial team at Berkshire Publishing Group the Encyclopedia includes hundreds of articles written by 280 leading scholars and experts from 17 countries exploring leadership theories and leadership practice Entries and sidebars show leadership in action in corporations and state houses schools churches small businesses and nonprofit organizations Questions the Encyclopedia of Leadership will answer What is a leader What is a great leader How does someone become a leader What are the types of leadership How can leadership theories help us understand contemporary situations How can I be a good and maybe great leader The Encyclopedia of Leadership is an unprecedented learning resource Scholars students professionals and active citizens will turn to the Encyclopedia for guidance on the theory and practice of leadership for the stories of great leaders and for the tools and knowledge they need to lead in the 21st century Key Features Four volumes 400 substantive articles ranging in length from 1000 6000 words 200 photographs and other illustrations 250 sidebars drawn from public records newspaper accounts memoirs and ethnography Key Themes Biographies Case studies Followers and followership Gender issues Leadership in different disciplines Leadership in different domains Leadership styles Personality characteristics Situational factors Theories and concepts The Encyclopedia of Leadership will be a vital tool for librarians with collections in business management history politics communication psychology and a host of other disciplines Students and teachers in courses ranging from history to psychology anthropology and law will also find this an invaluable reference In addition there are nearly 900 leadership programs in American post secondary institutions and a growing number of efforts to develop leadership in high schools There are leadership studies majors and minors as well as certificate and Ph D programs in the United States Belgium U K Japan and elsewhere Editorial Board Laurien Alexandre Antioch University Bruce Avolio University of Nebraska Lincoln Martin Chemers University of California Santa Cruz Kisuk Cho Ewha Womans University Joanne Ciulla University of Richmond David Collinson Lancaster University UK Yiannis Gabriel Imperial College London Zachary Green Alexander Institute and University of Maryland Keith Grint Oxford University Michael Hogg University of Queensland Jerry Hunt Texas Tech University Barbara Kellerman Harvard University Jean Lipman Blumen Claremont Graduate University Larraine Matusak LarCon Associates Ronald Riggio Claremont McKenna College J rgen Weibler Fernuniversitat Hagen Contributors Include Warren Bennis Management John Chandler Higher Education Cynthia Cherrey

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21 pages exercises 41 pages instrument and exercise vendors 5 pages videos 29 pages video distributors 4 pages web sites 6 pages organizations 21 pages and conferences 9 pages Contains a 66 page index of all resources TEI **General Theory of Leadership** George R. Goethals, Georgia Jones Sorenson, 2007-01-01 This book represents a most robust look at the study of leadership while representing multiple disciplines in a guest to find agreement about leadership and theory Russ Volckmann International Leadership Review In this compelling book top scholars from diverse fields describe the progress they have made in developing a general theory of leadership Led by James MacGregor Burns Pulitzer Prize winning author of the classic Leadership 1978 they tell the story of this intellectual venture and the conclusions and questions that arose from it The early chapters describe how in order to discuss an integrative theory the group first wrestled with the nature of theory as well as basic aspects of the human condition that make leadership necessary and possible They then tackle topics such as the many faces of power woven into the leadership fabric crucial elements of group dynamics and the leader follower relationship ethical issues lying at the heart of leadership constructivist perspectives on leadership causality and social change and the historical and cultural contexts that influence and are influenced by leadership The book concludes with a commentary by Joanne Ciulla and an Afterword by James MacGregor Burns The contributors thorough coverage of leadership as well as their approach to this unique undertaking will be of great interest to leaders students and scholars of leadership The Nature of Leadership David V. Day, John Antonakis, 2012 Written by a team of leading experts in leadership studies The Nature of Leadership provides compelling answers to the most vexing questions surrounding leadership Is leadership measurable Are there traits that reliably distinguish leaders from nonleaders Does the situation matter Are there differences in women s and men s leadership styles Is ethical leadership effective leadership Are elements of leadership culturally bounded whereas other elements are universal Does vision really matter Can leadership be developed The new volume includes 16 chapters divided into five parts Introduction Leadership Science Nature and Nurture The Major Schools of Leadership Special Topics in Leadership and Conclusion Topical coverage within these parts include research methods leader and leadership development evolutionary and biological perspectives of leadership individual differences situational and contingency theories transformational charismatic and shared leadership followership gender identity culture The Integrity of the Servant Leader Robert Sumi, Dana Mesner-Andolšek, 2016-10-04 The impact of the and ethics global financial crisis is still being felt today and the deeply unethical behaviour of the top level leaders at those economic and financial organizations that were at the heart of the crisis has served to highlight the importance of integrity and in particular the need for servant leadership if we are to avoid another major catastrophe in the management of both commercial and non profit organizations Servant leadership has many features in common with transformational leadership but is primarily focused on caring about employees and their personal development Ethical behaviour is one of the most important components of successful leadership yet this remains insufficiently investigated especially from an

interdisciplinary perspective With the help of theory empirical analysis and the relevant methodological apparatus the authors fill the gap in the analysis of integrity and its impact on leadership and locate the significant factors which affect integrity in general They develop and assess the forces that impact Servant Leadership style as well as the ability to engender trust As a starting point they make two assumptions An important element in leading is the ethical dimension of leadership The ratio of factors that affect leading and the servant leadership style is complex but the integrity of leaders is the most important among them The authors examine four integrated scientific areas ethics and business ethics human resource management and psychology and focus on the analysis of the process of leadership and the factors within that process of leading that influence its success and its ethical dimension

#### Reviewing **An Integrative Theory Of Leadership**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**An Integrative Theory Of Leadership**," an enthralling opus penned by a very acclaimed wordsmith, readers set about an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve in to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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#### **An Integrative Theory Of Leadership Introduction**

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