**LEADERSHIP – FILL-IN-THE BLANK: SESSION 3**

**Leadership: Enhancing the Lessons of Experience 8th Edition**

**Richard L. Hughes, Robert C. Ginnett, and Gordy J. Curphy, McGraw Hill Education, New York, NY 2015 – (ISBN: 978-0-07-786240-4)**

**Chapter Seven: Leadership Behavior**

Although a leader’s values, personality, and intelligence are important, variables like these have only an \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ relationship with leadership effectiveness.

One advantage of looking at leaders in terms of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ instead of personality is that behavior is often easier to measure; leadership behaviors can be observed, whereas personality traits, values, or intelligence must be inferred from behavior or measured with tests.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are the two major factors to keep in mind when evaluating leadership behavior.

Many people in positions of authority either do not know how to build teams or get results through others, or do not realize how their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ negatively effects the people who work for them.

Research indicates that leaders can be described in terms of two independent dimensions of behavior: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to how friendly and supportive a leader is toward subordinates.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Structure refers to how much a leader emphasizes meeting work goals and accomplishing tasks.

The key assumption underlying leadership behavior research is that certain behaviors are universally associated with a leader’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to successfully influence a group toward the accomplishment of its goals.

Despite the key assumptions of leadership behavior, the truth is there is no \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ set of leader behaviors which are always associated with leadership success.

The most effective leaders are believed to have both high concern for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and high concern for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management: Low Concern for Results – High Concern for People

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management: Low Concern for Results – Low Concern for People

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management: High Concern for Results – Low Concern for People

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management: High Concern for People – High Concern for Results

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management: Balanced Concern for both People and Results

Leadership \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ associated with problem solving and driving for results were consistently related to successfully building teams, influencing a group to accomplish its goals, and getting results.

Leadership Behaviors differ from Leadership \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A Leadership Behavior concerns specific \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, such as “setting specific performance goals for team members.”

A Leadership Skill consists of three \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, including: (1) a well-defined body of knowledge, (2) a set of related behaviors, and (3) clear criteria of competent performance.

Good leaders know when and to whom a particular task should be delegated (\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_); effectively communicate their expectations concerning a delegated task (\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_); and check to see whether the task was accomplished in a satisfactory manner (\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_).

Competency Models describe the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ managers need to exhibit if an organization is to be successful.

According to Hogan and Warrenfelz, skills and behaviors found in organizational competency models fall into these categories: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_.

Competency Models provide a recipe for leaders wanting to build \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and get results in different organizations.

Leadership Competencies:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Most leaders don’t possess all the skills listed in many competency models, but effective leaders are those who understand their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and have learned how to staff around the areas in which they are less skilled.

The Leadership \_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a useful model for explaining where leaders need to spend their time, what they should be focusing on, what they should be letting go, and the types of behaviors they need to exhibit as they move from supervisor to manager to chief executive officer.

According to the Leadership Pipeline Model, the most effective leaders are those who can accurately \_\_\_\_\_\_\_\_\_\_\_\_\_\_ the organizational level of their job and exhibit behaviors commensurate with this level.

One way to improve leader effectiveness is to give leaders \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ regarding the frequency and skill with which they perform various types of leadership behaviors.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Feedback provides insight into self-perceptions and others’ perceptions of leadership skills.

Effective leaders seem to have a broad set of well-developed leadership \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and possess an array of leadership \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

**Chapter Eight: Skills for Building Personal Credibility and Influencing Others**

Some of the most “basic” skills every leader should have: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (6) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (7) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (8) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Credibility may be one of the most important components of leadership \_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_.

Credibility is the ability to engender \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in others.

Credibility is made up of two components: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ consists of technical competence, as well as, organizational and industry knowledge.

Building trust can be accomplished by clarifying and communicating your values, and building strong \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with others.

Leadership credos are personal and are closely linked with a leader’s values – a credo should describe what the leader \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in and will or will not stand for.

Another key way to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ trust is to form strong relationships with others.

Leaders who take the time to build relationships with followers are much more likely to understand their followers’ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on organizational issues, intrinsic motivators, values, levels of competence for different tasks, and career aspirations.

Communication effectiveness is defined as the degree to which someone tells others something and ensures that they \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ what was said.

Studies show good \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ communicate feelings and ideas, actively solicit ideas from others, and effectively articulate arguments, advocate positions, and persuade others.

Communication is best understood as a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

There are a number of reasons why communication \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ might occur.

Most people see themselves as effective communicators, and often seem to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ communication breakdowns on the other person.

You will communicate more effectively with others if you are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ about what you intend to communicate.

Certain physical and social settings will enhance the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of any communication.

Organizational factors help determine whether any particular communication is most appropriately expressed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Leaders and followers can \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the clarity of their communications in several ways.

Leaders and followers can ensure that others understand their messages by practicing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ communication and by paying attention to others’ emotional responses.

Leaders can get some clues about the clarity of their messages by paying attention to the \_\_\_\_\_\_\_\_\_\_\_\_\_ signals sent by their followers.

The systems view of communication emphasizes that effectiveness depends on both \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_ information.

The best listeners are active listeners, not \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ listeners.

In addition to helping us understand others better, active listening is a way to demonstrate \_\_\_\_\_\_\_\_\_\_\_\_.

Four Active Listing Skills:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Leaders can reduce their defensiveness when listening to complaints by showing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Those exhibiting \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ behavior are able to stand up for their own rights, or their group’s rights, in a way that also recognizes the concurrent right of others to do the same.

Leaders who fail to be assertive with friends and peers run the risk of becoming victims of the \_\_\_\_\_\_\_\_.

Assertive people take responsibility for what they say. They are clear in their own minds and with others about what they \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and what they \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Both effective leaders and effective followers ask for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ from others when they need it.

No one can be all things to all people, but it takes assertiveness to say “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_” to others.

Most of us talk to ourselves, though not out loud. And, not everyone is aware of how much it occurs or how powerful an \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on behavior it can be.

Assertive individuals “stick to their guns” without becoming irritated, angry, or loud. They persistently seek \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, even while facing another person’s excuses or objections.

Meetings are a fact of organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Leaders should understand the nature of stress because the leadership role itself can be stressful and because leaders’ stress can impair the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and well-being of followers.

The following are five steps to effectively resolve problems:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Since organizations depend on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to grow and prosper, being able to successfully lead creative individuals may be a crucial aspect of success for these organizations.