**LEADERSHIP – FILL-IN-THE BLANK: SESSION 7**

**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 Sixteen: Skills for Optimizing Leadership as Situations Change**

Many leaders struggle to provide a compelling description of how they add value; as a result, they have difficulty getting anyone excited to become part of their groups. They cannot effectively \_\_\_\_\_\_\_\_\_\_\_\_\_ a clear and dynamic leadership vision.

People tend to get more involved when leaders extend communication beyond presentations or speeches and use stories, analogies, and personal experiences to paint compelling pictures of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The idea component of a leader’s vision begins with an honest assessment of the current situation facing the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A leader’s vision also needs to clearly describe \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ for team member behavior.

Emotional energy is the level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leaders use to convey the future vision and the team’s operating principles.

Edge pertains to lessons of leadership learned through \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ experience that are related to the team’s future picture and core values.

Although ideas, expectations, emotional energy, and edge make up the key components of a leader’s vision, some other leadership vision issues are worth noting:

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

Conflict is an inevitable fact of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Conflict occurs when opposing parties have interests or goals that appear to be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Because many conflicts are the result of misunderstandings and communication breakdowns, leaders can minimize the level of conflict within and between groups by improving their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ skills, as well as, spending time with others.

Some level of conflict may help bolster innovation and performance.

Conflict can cause a radical \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in political power, as well as, dramatic changes in organizational structure and design, group cohesiveness, and group or organizational effectiveness.

In addition to spending time understanding and clarifying positions, separating people from the problem, and focusing on interests, leaders can use five strategies or approaches to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ conflicts.

Five Conflict Resolution Strategies: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The following rules for interacting with the sharks of the sea serve as useful analogies for interacting with the sharks of everyday life.

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

Negotiation is an approach that may help resolve some conflicts. The following negotiation tips, from Fisher and Ury, include:

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

In many ways leaders will be only as effective as the followers and teams they lead. And, one of the most difficult issues leaders will face is managing individuals/teams that are not performing up to \_\_\_\_\_\_\_\_\_\_.

Unfortunately, many leaders do not have a model or a framework for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ performance problems at work, and as a result do a poor job of dealing with problem performers.

The Model of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ gives leaders a pragmatic framework for understanding why a follower or team may not be performing up to expectations and what the leader can do to improve the situation. Performance = (E\_\_\_\_\_\_\_\_\_\_\_\_\_\_ x C\_\_\_\_\_\_\_\_\_\_\_\_\_\_ x O\_\_\_\_\_\_\_\_\_\_\_\_\_\_ x M \_\_\_\_\_\_\_\_\_\_\_\_\_\_)

In an ideal world, perhaps everyone would be dependable, achievement oriented, and committed to their organization’s goals. However, leaders sometimes must deal with followers who are openly hostile or insubordinate, create conflicts among co-workers, do not work up to standards, or openly violate important rules or policies. In such cases, leaders may need to administer \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

to change the followers’ behavior.

Punishment is the administration of an aversive event or withdrawal of a positive event or stimulus, which decreases the likelihood that a particular \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ will be repeated.

Failing to use punishment when it seems called for in most follower’s eyes may lead to perceptions of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, which may in turn reduce group cohesiveness and satisfaction.

Usually leaders administer punishment to rectify some type of behavioral or performance problem at work. However, not every behavior or performance problem is punished, and leaders probably weigh several different \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ before deciding whether to administer punishment.

Leaders would be more likely to make an internal attribution about a follower’s substandard performance, and administer punishment, if:

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

Because leaders are biased toward making internal attributions about followers’ substandard performance, leaders can administer punishment more effectively by being aware of this bias and getting as many \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as possible before deciding to administer punishment.

**Chapter Fifteen: The Dark Side of Leadership**

Leadership plays such a pervasive part in our lives that it is easy to overlook its impact on our day-to-day \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Destructive Leadership is associated with individuals who are effective at building teams and getting results through others, but who obtain results that are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ challenged or undermine organizational success.

Managerial \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ concerns a person’s inability to build teams or get results through others.

Managerial \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ describes the common reasons why people in positions of authority have difficulties building teams or getting results through others.

One way to evaluate leadership \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is to look at one’s ability to build teams and get results through others.

There is a subset of leaders who are good at painting a compelling picture of the future and getting followers to drive the organizational or societal changes needed to make their vision become a reality.

Yet, the end result may be morally or ethically reprehensible or work against the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Many leadership practitioners have an optimistic outlook on leadership, maintain that leadership is easy to learn, and believe that leaders are inherently \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leadership occurs when people in positions of authority use their team-building skills to achieve greedy, selfish, or immoral results.

Whereas destructive leadership is associated w/ those who build teams to achieve corrupt or evil ends, incompetent management is associated with individuals who either cannot build \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or cannot get results through \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Research shows that there may be more incompetent than competent \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

It is believed that those occupying positions of authority are paid to get results, and they get results by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Four types of leaders on this scale have been identified: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Managers are good at building teams and getting results through others.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are good at achieving results, such as financial targets or win-loss records, but tend to treat followers so poorly that these results are generally short-lived.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are people in positions of authority who are people-centered and try to get along with everyone.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ do not play to win; they play to not lose.

Destructive leadership is associated with individuals who have good team-building skills, but achieve results that are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ reprehensible or undermine organizational success.

Research suggests that both successful and derailed high-potential managers (candidates) are smart, ambitious, willing to do whatever it takes to get the job done, and have considerable technical expertise. However, the derailed candidates exhibited one or more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ patterns not evident in successful candidates.

The following five reasons for failure are universal:

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

The Following are the Six Root Causes of Managerial Incompetence and Derailment:

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

The following situational and follower factors affect a person’s ability to build a team and get results:

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

Figuring out how to build teams and get things done despite potentially disruptive situational and follower factors is part of any leadership role, but at times these \_\_\_\_\_\_\_\_\_\_\_\_\_\_ factors can be so overwhelming that there may be little a person can do to build teams or get results.

Competent managers must accurately read the situational and follower factors affecting their teams and remain vigilant for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Although situational and follower factors can sometimes play key roles, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_factors are much more likely to cause managerial incompetence and derailment.

It is imperative that people wanting to be competent managers get regular \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on their performance, ideally in the form of a 360-degree feedback.

All positions of authority require some level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and technical expertise.

Everything done at work or even outside of work counts. Day-to-day actions, work activities, social media presence, and e-mail all affect a leader’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ followership types.

Dark-side personality traits are irritating, annoying, and counterproductive behavioral tendencies that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with a leader’s ability to build cohesive teams and cause one’s followers to exert less effort toward goal accomplishment.

Competent managers are those who have gained \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ into their dark-side personality traits, and have found ways to negate their debilitating effects on followers.