

AVOID	DIRECT			INFLUENCE			
ABSENT	TRANSACTIONAL			TRANSFORMATIONAL			
Laissez-Faire	Management by Exception		Contingent Reward	Individual Consideration	Intellectual Stimulation	Inspirational Motivation	Idealized Influence
	Passive	Active					
LF	MBE-P	MBE-A	CR	IC	IS	IM	II
"Delay"	"Fix"	"Control"	"Reward"	"Mentor"	"Challenge"	"Inspire"	"Model"
PASSIVE	CORRECTIVE	TRANSACTIONAL	TRANSFORMATIONAL				

A full range leadership model, as depicted by the Air Force version of Bass's and Avolio's standard diagram.

ANALYSIS OF THE FULL RANGE LEADERSHIP MODEL

Examine the diagram above. FRLM is an adaptive approach to leadership that considers the leader, the follower, and the mission. The graphic shows a cafeteria line of leadership behaviors. On the left side, laissez-faire behavior represents an absence of true leadership. The center focuses on the effective but potentially manipulative brand of leadership called transactional. The far right side showcases a flourishing of leadership in transformational leadership. The goal is for every leader to develop skills that allow him to utilize transactional or transformational leadership to the highest effect. Put another way, FRLM is **not** a situational approach; the message is not to use laissez-faire in some situations or management by exception in others. Rather, FRLM presents multiple approaches across a spectrum. Those approaches becomes progressively more effective, yet more demanding of leadership skill.⁶⁸

Is FRLM really a full explanation of leadership? Maybe yes, maybe no. Bass and Avolio chose the term "full range" to nudge other scholars. If FRLM is not full range, what's missing?⁷⁰

ABSENCE OF LEADERSHIP

Laissez-faire (LF) is the absence of leadership. LF is a boss who plays hooky from work. It's the non-leader whose behavior shows no signs of being concerned about the mission, nor her people.⁶⁹ No wonder our model regards LF as the most impoverished view of leadership.

TRANSACTIONAL LEADERSHIP

MBE is management by exception. MBE is a form of transactional leadership. You do something, and I react. Or I do something, and you react.

In one type of MBE called "passive" MBE or MBE-P, the leader waits for mistakes to happen, steps in to fix them, and then steps back again into an almost laissez-faire stance until some other problem



Absence of Leadership
 "No, sir, I . . . erh, I wasn't napping. **I was practicing laissez-faire leadership.**"
REPLY: "Nice try, cadet, but LF is an *absence* of leadership, so no training is required. Wake up!"

develops.⁷¹ This “leader” is like a robot that comes alive only when something goes wrong. Work for the MBE-P boss, and the only time you see him is when a team member goofs up. Your dealings with the boss are often accompanied by negative feelings, and you’re definitely not inspired to up your game.

A second type of MBE is called “active” MBE or MBE-A. Here, the boss is not a slumbering robot like above, but is highly visible to the team and can often be found checking up on everyone’s work, looking for errors.⁷² MBE-A is more effective than MBE-P because at least the boss is actively engaged in the team’s efforts. The problem, though, is that the focus remains on the negative. The boss is more akin to a critic who is constantly on patrol than a leader who brings the team to higher levels.

Contingent Reward (CR) is a form of transactional leadership that focuses on getting things done. Here, the leader uses incentives to encourage people to do the right things. The leader sets goals for the team, but the leader/team relationship might be perceived as cold, impersonal, and seemingly defined by a contract (if not a real contract, an implied one).⁷³ Meet the leader’s goals, earn a cookie. Fail to meet the goals, no cookie. CR creates a predictable, consistent environment, and that sense of security fulfills an important need. Again, CR is basically positive; note that the emphasis is on rewarding performance, not in punishing non-performance. Experts have found that CR is “generally effective in building base levels of trust and commitment in followers.”⁷⁴ Fair enough, but don’t you think good leadership involves a bit more?

Transactional Leadership: Final Analysis. Management by exception and contingent reward are valid tools available to the leader, especially when operating at the tactical and operational levels of leadership. However, FRLM insists that a transformational approach to leadership is superior. Scientific data bears that out. Moreover, displaying too much MBE and CR is not leading but working tit-for-tat, trying to pass off manipulation as a form of leadership.⁷⁵ The team will work just hard enough to get by. Only through transformational leadership can a leader truly bring the team to new accomplishments.

Contingent Reward

Leaders use incentives to encourage followers to perform in the CR approach. Meet the goals, get a cookie. Experts say that CR is generally effective in building a basic level of trust between leader and follower.



Management by Exception - Passive MBE-P

In the MBE-P variant of leadership, the boss is like a robot that comes alive only when something goes wrong.

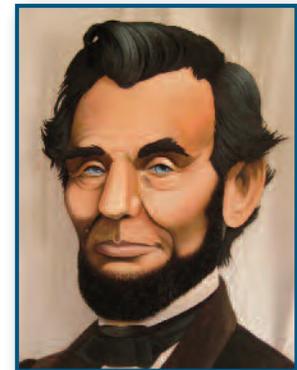


TRANSFORMATIONAL LEADERSHIP

Now comes transformational leadership. From chapter 7 you know that transformational leadership is where the leader “strives to heighten the motivation and morality of himself and his followers.”⁷⁶ And of course, to “transform” something implies that you are changing it into something better. The leader is the midwife for new cultures and value systems. Within transformational leadership we have four components, the 4I’s described below.

Individual Consideration (IC) is where the leader develops people. He or she listens to, coaches, and teaches the individual members. Put another way, IC means to mentor someone on a one-on-one basis. Instead of viewing team members as easily replaceable cogs in the machine, a leader who shows strong IC has empathy and sees each individual as a unique person.⁷⁷ Research shows that people respect a leader who treats them as individuals, and those good feelings translate into increased mission effectiveness.

Intellectual Stimulation (IS) requires the leader to challenge team members to really think. Instead of the leader viewing himself or herself as the all-knowing source of all wisdom, he turns to the team members and engages their brainpower. The team wins because now there’s not just the leader’s

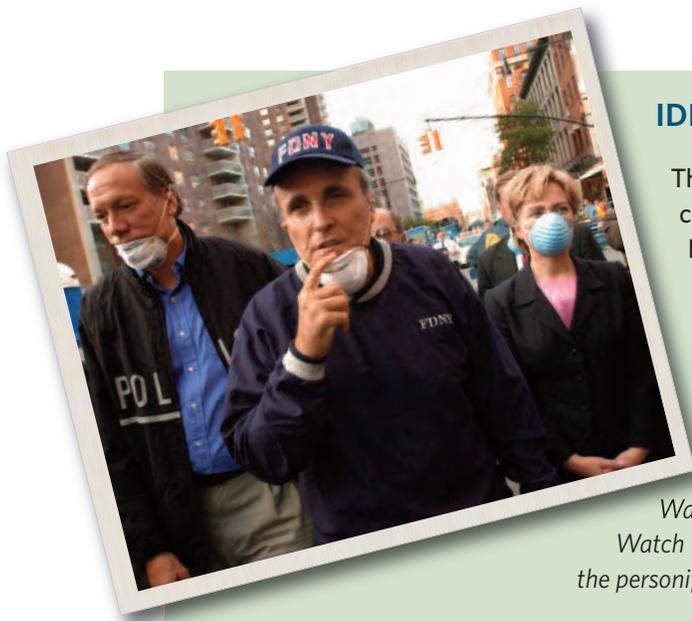


PROFILES OF TRANSFORMATIONAL LEADERS

More Than Cheerleaders
Transformational leadership has a lot to do with changing people’s values for the better, but as the highest form of leadership, it goes well beyond mere cheerleading.

IC: Develop other people
IS: Promote the use of brainpower
IM: Inspire confidence about the future
II: Lead by personal example

	JOHN GLENN	ROSA PARKS	JOAN OF ARC	ABRAHAM LINCOLN
IC	Set the pace and developed his fellow Mercury astronauts into a cohesive team	Organized and developed the early leaders of the Montgomery Improvement Association	A mere peasant and young girl, Joan had to convince many individuals in power to take her seriously	Developed and held together a cabinet, army, and navy to save the Union
IS	A champion of math and science to generations of young Americans	Nonviolence showed that the answer to democracy’s challenges lay in reasoned discourse	Quick-witted during a politically motivated trial, the uneducated teen stupefied her interrogators	One of the most learned and thought-provoking communicators of all time
IM	Supreme confidence in the face of danger showed that space exploration was worth the risks	Refusal to move to the back of the bus launched a nationwide civil rights movement	Lead common soldiers and peasants in combat against a larger, better trained, and better equipped English force	How many millions recall words from his Gettysburg Address or Second Inaugural?
II	A squeaky-clean character combined with brains and bravery - who wouldn’t want to be like Glenn?	One of the few private citizens to lay in honor under the Capitol Rotunda upon death, thereby distinguishing her as a truly idealized American leader	Her purity, faith, and patriotism made her the national heroine of France and a saint	“In this temple, as in the hearts of the people for whom he saved the Union, the memory of Abraham Lincoln is enshrined forever”



IDEALIZED INFLUENCE on 9/11

Through idealized influence, the leader exemplifies, through consistent behaviors, what each individual should become. Here's David Letterman, shortly after 9/11, paying tribute to the idealized influence of Mayor Rudolph Giuliani's leadership.

"If you're like me, and you're watching and you're confused and depressed and irritated and angry and full of grief, and you don't know how to behave and you're not sure what to do and you don't really... because we've never been through this before... all you had to do at any moment was watch the Mayor.

Watch how this guy behaved. Watch how this guy conducted himself. Watch what this guy did. Listen to what this guy said. Rudolph Giuliani is the personification of courage."⁷⁸

- DAVID LETTERMAN

intellect working on the problem, but everyone is contributing new thoughts and different perspectives.⁷⁹ Individuals win, too, because their work now engages their whole person, so they can really flourish in that Aristotelian sense mentioned earlier. Work means learning, and learning brings success, confidence, and personal satisfaction.

Inspirational Motivation (IM) calls on the leader to express confidence in the team and encourage its members to become better than they think they can be.⁸⁰ Put another way, an IM leader is a visionary who is not only able to articulate "headlines of tomorrow," but also to make the team believe those awesome accomplishments are within their reach. But do not be confused. A cheerleader is not an IM leader. Cheering and encouragement are great, but IM is about motivating people to accomplish a *well-articulated* vision.

Idealized Influence (II) is another way to say "leadership by example." The II leader is a role model. He or she exemplifies, through consistent, everyday behaviors, what each individual team member should become.⁸¹ Moreover, the followers know that the leader is having a deep effect upon them, and they attribute exhibited behaviors and attitudes to their leader/role model. If you want to learn the team's core values, simply watch the II leader because they'll be on display. This is the most excellent sense of leadership because the leader's espoused beliefs and actions are one and the same. The leader is a leader because she leads well. You can't be an authentic transformational leader if you only talk the talk; you have to walk the walk.

In the final analysis, FRLM presents a complete view of leadership. On the far left of the diagram, we see a pathetic excuse for leadership; then we see increasingly more active and positive expressions of leadership; until on the extreme right, the individual actually becomes, through personal actions, the very best example of what the team is aspiring to.

