Global Edition

Leadership in Organizations

Seventh Edition

Gary Yukl

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Gary Yukl

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For her love, support, and understanding, this book is dedicated to Maureen.

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Preface

This book is about leadership in organizations. Its primary focus is on managerial leadership as opposed to parliamentary leadership, leadership of social movements, or emergent leadership in informal groups. The book presents a broad survey of theory and research on leadership in formal organizations. The topic of leadership effectiveness is of special interest, and the discussion keeps returning to the question of what makes a person an effective leader.

In the seventh edition, the basic structure of most chapters remains the same, but the order of some chapters was changed and one chapter was divided into two separate chapters that include new material. There is now a separate chapter on ethical, spiritual, servant, and authentic leadership, and a separate chapter on cross-cultural leadership and diversity issues such as leader gender. The chapter on strategic leadership was extended and reorganized to provide a better description the growing literature in this subject. The growing interest in emerging theories of distributed, relational, and complexity leadership is described in a new section added to the last chapter of the book. Finally, the literature reviews found in the other chapters were updated, and a few new cases were added.

The content of the book still reflects a dual concern for theory and practice. I have attempted to satisfy two different audiences with somewhat different preferences. Most academics prefer a book that provides a detailed explanation and critical evaluation of major theories, and a comprehensive review and evaluation of empirical research. They are more interested in how well the research was done, what was found, and what additional research is needed than in the practical applications. Many academics are skeptical about the value of prescriptions and guidelines for practitioners and consider them premature in the absence of further research. In contrast, most practitioners want some immediate answers about what to do and how to do it in order to be more effective as leaders. They need to deal with the current challenges of their job and cannot wait for decades until the academics resolve their theoretical disputes and obtain definitive answers. Most practitioners are more interested in finding helpful remedies and prescriptions than in finding out how this knowledge was discovered.

These different preferences are a major reason for the much-lamented gulf between scientists and practitioners in management and industrial-organizational psychology. I believe it is important for managers and administrators to understand the complexity of effective leadership, the source of our knowledge about leadership in organizations, and the limitations of this knowledge. Likewise, I believe it is important

for academics to think more about how their theories and research can be used to improve the practice of management. Too much of our leadership research is designed only to examine narrow, esoteric questions that only interest a few other scholars who publish in the same journals.

Academics will be pleased to find that major theories are explained and critiqued, empirical research on leadership is reviewed and summarized, and many references are provided to enable them to follow up with additional reading on topics of special interest. The field of leadership is still in a state of ferment, with many continuing controversies about conceptual and methodological issues. The book addresses these issues whenever feasible rather than merely presenting theories and summarizing findings without concern for the quality of research that lies behind the theories. However, the literature review was intended to be incisive, not comprehensive. Rather than detailing an endless series of theories and studies, the book focuses on the ones that are most relevant and informative. The book reviews what we know about leadership effectiveness, and the current edition reflects significant progress in our understanding of leadership since the first edition was published in 1981.

For practitioners, I attempted to convey a better appreciation of the complexity of managerial leadership, the importance of having theoretical knowledge about leadership, and the need to be flexible and pragmatic in applying this knowledge. The current edition provides many guidelines and recommendations for improving managerial effectiveness, but it is not a "practitioner's manual" of simple techniques and secret recipes that guarantee instant success. The purpose of the guidelines is to help the reader understand the practical implications of leadership theory and research, not to prescribe exactly how things must be done by a leader. Most of the guidelines are based on a limited amount of research and are not infallible. Being a flexible, adaptive leader includes determining which guidelines are relevent for each unique situation.

Most chapters have one or two short cases designed to help the reader gain a better understanding of the theories, concepts, and guidelines presented in the chapter. The cases describe events that occurred in real organizations, but some of the cases were modified to make them more useful for learning basic concepts and effective practices. The names of the organizations and individuals are usually changed to keep the analysis focused on the events that occurred in a defined time period, not on recent events that may involve different leaders and a new context. The cases ask a reader to analyze behavioral processes, identify examples of effective and ineffective behavior, and suggest effective ways to handle the situation that is depicted.

An instructor's manual is available with detailed analyses of the cases and suggestions on how to use them. The instructor's manual also includes a multiple-choice exam for each chapter with items on the major points in the chapter. The manual includes exercises for use in class (e.g., role plays), and some out-of-class activities that help students to understand how they can apply the theory and guidelines.

The book is widely used in many different countries, and some editions have been translated into other languages, including Chinese, Korean, Indonesian, Spanish, and Greek. With its focus on effective leadership in organizations, the book is especially relevant for people who expect to become a manager or administrator in the near future, for people who will be responsible for training or coaching leaders, and for people who will be teaching courses or workshops that include leadership as one of the key topics. The book is appropriate for use as the primary text in an undergraduate or graduate

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