Chapter THIRTEEN

Contemporary Issues in Leadership
Framing: Using Words to Shape Meaning and Inspire Others

Framing

A way to use language to manage meaning

Leaders use framing (selectively including or excluding facts) to influence how others see and interpret reality.
Inspirational Approaches to Leadership

Charismatic Leadership Theory

Followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors.

Charismatic leaders:
1. Have a vision.
2. Are willing to take personal risks to achieve the vision.
3. Are sensitive to follower needs.
4. Exhibit behaviors that are out of the ordinary.
Key Characteristics of Charismatic Leaders

1. **Vision and articulation.** Has a vision—expressed as an idealized goal—that proposes a future better than the status quo; and is able to clarify the importance of the vision in terms that are understandable to others.

2. **Personal risk.** Willing to take on high personal risk, incur high costs and engage in self-sacrifice to achieve the vision.

3. **Environmental sensitivity.** Able to make realistic assessments of the environmental constraints and resources needed to bring about change.

4. **Sensitivity to follower needs.** Perceptive of others’ abilities and responsive to their needs and feelings.

5. **Unconventional behavior.** Engages in behaviors that are perceived as novel and counter to norms.

Level 5 Leaders

- Possess a fifth dimension—a paradoxical blend of personal humility and professional will—in addition to the four basic leadership qualities of individual capability, team skills, managerial competence, and the ability to stimulate others to high performance.

- Channel their ego needs away from themselves and into the goal of building a great company.
Transactional Leaders

Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements

Transformational Leaders

Leaders who provide the four “I’s” (individualized consideration, inspirational motivation, idealized influence, and intellectual stimulation)
Characteristics of Transactional Leaders

**Contingent Reward:** Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments

**Management by Exception (active):** Watches and searches for deviations from rules and standards, takes corrective action

**Management by Exception (passive):** Intervenes only if standards are not met

**Laissez-Faire:** Abdicates responsibilities, avoids making decisions


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Characteristics of Transformational Leaders

**Idealized Influence:** Provides vision and sense of mission, instills pride, gains respect and trust

**Inspiration:** Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways

**Intellectual Stimulation:** Promotes intelligence, rationality, and careful problem solving

**Individualized Consideration:** Gives personal attention, treats each employee individually, coaches, advises