1. Leadership as power (relates to the person(s) being influenced)
   a. Referent
   b. Legitimate
   c. Expert
   d. Reward
   e. Coercive

2. Organizational Leadership

3. Trait Leadership: Has been hard to identify actual traits
   a. Little correlation
   b. Some traits are good unless done toooo much (e.g., talk)
   c. Some evidence that leaders tend to be taller, more intelligent, have greater self
      confidence and be more enthusiastic
   d. Too nice, too controlling may not work
   e. "in every instance, the relation of the trait to the leadership role is more meaningful if
      consideration is given to the detailed nature of the role" --match leader to job
   f. Some idea that past performance is best predictor
   g. Also depends on leader’s conception of the people working under him/her. Do they
      need to be motivated, controlled, supported, left alone?
   h. One study: laissez faire, democratic, autocratic each resulted in very different
      atmospheres in a group and democratic was best.
   i. Gender: as of late 80s, women leaders received more negative responses to
      suggestions than men making same suggestions. Effective leaders tended to be
      those who took a “male” role, while those taking “androgyous” or “female” roles did
      less well.

4. Situational theory: anyone can become a leader by mastering certain skills and knowledge
   a. Task and relational dimensions
   b. Some suggestion that maturity of followers follows bell curve and that leadership
      should move accordingly

5. Vision Theory/Ethical Assessment

6. Types of functional role
   a. Group task roles
      i. Initiator
      ii. Opinion giver
      iii. Information providers
      iv. Elaborator
      v. Coordinate
      vi. Evaluator
      vii. Energizer
   b. Group maintenance roles
      i. Encourager
      ii. Supporter
      iii. Harmonizer
      iv. Gatekeeper

7. Integration of theories
   a. A clear sense of purpose
   b. Persistence
   c. Self-Knowledge
   d. A perpetual desire for learning
e. Love of work
f. Ability to attract others
g. Emotional maturity (accepting self and others; support and trust)
h. Risk taking
i. Unwillingness to believe in failure
j. Sense of the public need

8. Contemporary Leadership
   a. Establishing the vision
   b. Communicating the vision
   c. Trust/Actions and strategies necessary to implement the vision
   d. Self management: recognize strength and weaknesses, compensate for weaknesses, be able to take in feedback, willingness to involve others and delegate
      i. Accept people as they are not as one would like them to be
      ii. Approach relationships and problems in terms of present not past
      iii. Not taking people for granted, showing appreciation
      iv. Trust others
      v. Work without constant approval and recognition from others; ability to make touch decisions that could displease.
      vi. Ability to support