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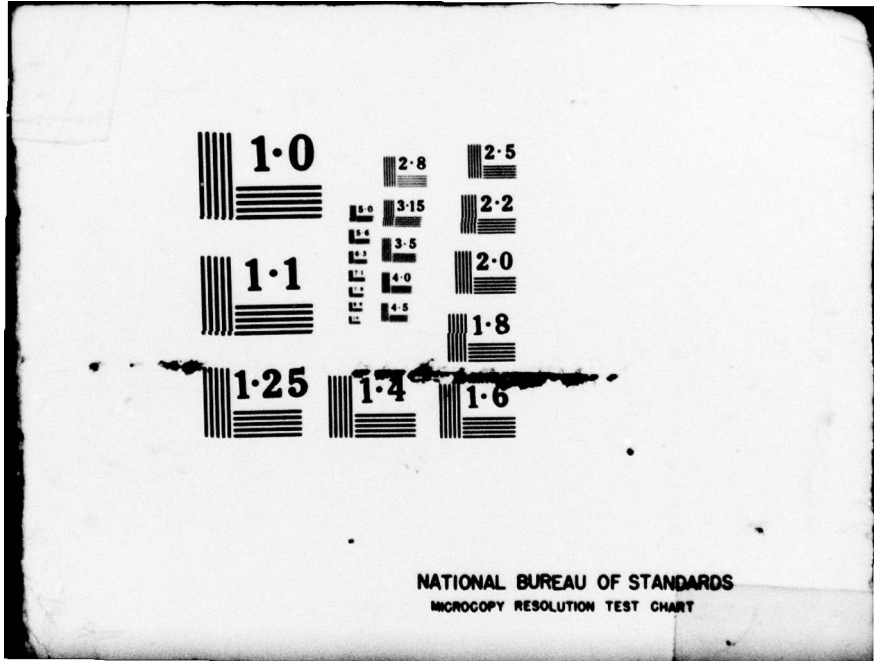
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Relational Qualities of Leadership Style

Edwin P. Hollander

Principal Investigator

State University of New York at Buffalo

Final Report

July 1979

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Department of Psychology  
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This project aimed at clarifying leadership style with respect to qualities affecting leader-follower relationships and making for effective or ineffective leadership. Three distinct tasks were completed: first, pertinent work was reviewed and evaluated from the literature on social exchange processes, leader legitimacy, and the comparison of women and men as leaders; second, a set of experiments was done varying the leader's source of authority and the group's success or failure; third, critical incidents and ratings of good and bad leadership were secured and compared from managers in three field settings.		

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July 1979

Final Report on  
Relational Qualities of Leadership Style

Edwin P. Hollander

Principal Investigator

State University of New York at Buffalo

I. Major Purpose and Tasks

The purpose of this project has been to identify and study qualities of leadership style, emphasizing the relationship between leaders and followers. It is part of a series of investigations of leader-follower transactions in various situations. The project has produced a number of products, of varying kinds, which can be helpful in understanding leadership in more dynamic terms. A list of Technical Reports and Related Publications, indicating some of these products, is attached.

Three distinct tasks were undertaken and completed in the life of the project. First, pertinent literature was reviewed and evaluated regarding implications for the relational qualities of leadership style. Second, experimental work was done to examine further the effects of the leader's source of authority, in appointment or election, on followers, and also how personality and task factors relate to the emergence of leaders. Third, critical incidents of good and bad leadership were gathered with ratings of seven stylistic qualities of leadership, from a variety of respondents including middle-level managers in three field settings, to refine an instrument to measure leadership style across different situations.

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## II. Literature Reviews and Evaluations

There are three reports completed under this project which deal with quite distinctive areas of the leadership literature. The first of these in sequence is Technical Report No. 2 on social exchange processes; it is due to appear as a chapter in a book on this topic. The next is Technical Report No. 4 on leader legitimacy, influence, and innovation, which has been published in a book on group processes. The most recent is Technical Report No. 7 on issues in comparing women and men as leaders, which has recently been submitted for publication in a journal devoted to work on sex roles. It is also noteworthy that Technical Report No. 6 is an integrated statement of ideas about the transactional perspective on leadership which serves to tie together much of the work surveyed in these other reports.

## III. Experiments

Pursuing the broader line of research on followers' reactions to leaders, a pair of experiments were conducted by Hollander, Fallon, and Edwards and reported in Technical Report No. 1. Both experiments involved four-man discussion groups for which in half the cases there was an elected leader and in the other half an appointed one. The groups discussed urban problems for a typical large city called Colossus. The task was to arrive at a group ranking for each of the problem areas. The primary measure involved was the leader's influence, whether he was elected or appointed, after the group had been told how they were doing in these rankings compared to experts in the field. This was the "success" or "failure" condition. The general finding was a significant difference in the leader's influence, after "failure" feedback, favoring the elected leader; alternatively, after "success" feedback, the elected leader was more likely to lose influence, which was not the case for the appointed leader. The second experiment in this pair extended this design in to a third phase in which the leader could be retained or deposed after the group received success or failure feedback from the choices made in the second phase. The elected leader's heightened influence after failure was found to be

short-lived. If the group saw continued failure, then the elected leader was likely to be deposed. Other implications for leader succession were found, and these are reported more fully in the article published in the Journal of Psychology in 1977.

In another experiment, reported in Technical Report No. 3, Gleason, Seaman, and Hollander looked at emergent leadership in four-man groups involved in a model-building task. The point of this research was to relate a personality characteristic -- i.e., Machiavellianism, which is a tendency to attempt to exert manipulative control over others -- to a feature of the task situation, i.e., Structure with respect to whether or not specific procedural instructions are given to the group in doing the construction task. Of the four persons in each group of males, one had scored High, one Low, and two Medium on the Machiavellianism Scale. In general, it was found that those who were Medium were significantly preferred as leaders than those who were High or Low, especially in the Low Structure conditions. That condition also proved to be the one which most favored the emergence of leaders. The fuller implications of this experiment were reported in an article published in Social Behavior and Personality in 1978.

#### IV. Critical Incidents and Ratings of Good and Bad Leadership

Two studies were done to get at qualities of leader behavior perceived to be related to good and bad leadership by followers. Both used the critical incidents technique, as well as rating scales. The former is more open-ended insofar as it asks respondents to describe a situation in which effective or ineffective leader behavior was displayed. The latter, in this case, involves seven qualities which are specifically identified for rating of the leader mentioned in the incident. They are: Compliance, Directiveness, Involvement, Perceptiveness, Rewardingness, Time Orientation, and Trustworthiness. Technical Report No. 5 reported an exploratory study by Hollander and Neider in which male and female college students were

asked to give critical incidents they had experienced in which good or bad leadership was shown. Then they rated the leader in each incident on five-point scales for the qualities just listed. A major finding was produced by a content analysis of the incidents which indicated similar and consistent differences in the factors differentiating good from bad leadership for both measures. There also was a significant difference between appointed vs. non-appointed leaders for bad leadership, but not for good leadership. Generally, good leaders of either kind were described and rated as more sensitive interpersonally than bad leaders, although task competence was not unimportant.

In the latest study, which is Technical Report No. 8, Neider, Carpenter, and Hollander have extended this same procedure to middle-level managers in three different organizational settings: manufacturing, retail sales, and community agencies. Both female and male respondents were involved in this survey. While there were some striking parallels between the findings of this study and the earlier one, the data from the critical incidents showed more variability in the qualities associated with good and bad leadership in these three settings than did the rating scales. Among other things, it was concluded that rating scales gave more general information about perceptions of good and bad leadership and the critical incidents gave more selective information about situational aspects of good and bad leadership. Even with the diversity observed, there does appear to be some common elements of resonance being tapped by these two techniques, however. A number of implications for further work were identified, consistent with the exploration of leader-follower relations in more dynamic terms.

## Technical Reports and Related Publications

- Hollander, E. P., Fallon, B. J., & Edwards, M. T. Some aspects of influence and acceptability for appointed and elected group leaders. Technical Report No. 1, State University of New York at Buffalo, Department of Psychology, July 1976.
- Published in Journal of Psychology, 1977, 95, 289-296.
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- In Press in K. J. Gergen, M. S. Greenberg, & R. H. Willis (Eds.) Social Exchange: Advances in Theory and Research, New York: Wiley-Winston.
- Gleason, J. M., Seaman, F. J., & Hollander, E. P. Emergent leadership processes as a function of task structure and Machiavellianism. Technical Report No. 3, State University of New York at Buffalo, Department of Psychology, November 1976.
- Published in Social Behavior and Personality, 1978, 6(1), 33-36.
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- Hollander, E. P., & Neider, L. L. An exploratory study using critical incidents and rating scales to compare good and bad leadership. Technical Report No. 5, State University of New York at Buffalo, Department of Psychology, July 1977.
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- Submitted for publication in Sex Roles.
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