Discussion Questions

# Chapter 1: Understanding Leadership

1. How do you define leadership?
2. Which conceptualization of leadership most appeals to you? Which one least appeals to you? Why? Give examples.
3. What do you see as limiting in the other views of leadership?
4. Do you think a leader employing one philosophy of leadership would be more effective than the others? Why?
5. What does taking a trait view of leadership say about you as a leader? What about viewing it as an ability? Skill? Behavior? Relationship?
6. In what ways might North American perspectives of leadership differ from those of other cultures?
7. How surprising is it to you that there are universal leadership attributes?
8. In what situations do you feel most prepared to lead? Least prepared? Which of the leadership approaches in this chapter best explains your preparation or lack of preparation (e.g. you have or lack necessary attributes or skills)?
9. What lessons might you learn about leadership if you were mentored by Indra Nooyi, the subject of this chapter’s “Leadership Snapshot?”
10. Using the definition of leadership in the text, would you consider celebrities to be leaders? Explain.
11. Are people “called” to be leaders? If so, how?
12. What is the value of empirical research in understanding the leadership process?
13. How does leadership become toxic?
14. How can people guard against becoming susceptible to destructive leadership?
15. How can leaders know whether their goals are selfish or for the common good?