**Introduction**

### Chapter 1

### The Leader’s Light or Shadow

### Chapter Content

# Introduction

Leaders: The Bad News and the Good News

Defining Terms

Chapter 1

A Dramatic Difference/The Dark Side of Leadership

The Leader’s Shadows

The Shadow of Power

The Shadow of Privilege

The Shadow of Mismanaged Information

The Shadow of Inconsistency

The Shadow of Misplaced and Broken Loyalties

The Shadow of Irresponsibility

# Matching

1. Match the power type with its description.

\_\_\_\_\_\_ coercive power (e) a. resides in the position, not the person

\_\_\_\_\_\_ reward power (d) b. based on knowledge, expertise

\_\_\_\_\_\_ legitimate power (a) c. rests on admiration one person has for another

\_\_\_\_\_\_ expert power (b) d. can deliver something of value to others

\_\_\_\_\_\_ referent power (c) e. based on penalties or punishment

2. Match the type of “bad” leader with its descriptor.

\_\_\_\_\_\_ rigid leader (e) a. inflicts serious harm

\_\_\_\_\_\_ intemperate leader (g) b. draws a clear boundary between insiders and

outsiders

\_\_\_\_\_\_ insular leader (b) c. uncaring or unkind

\_\_\_\_\_\_ incompetent leader (f) d. engages in lying and stealing

\_\_\_\_\_\_ evil leader (a) e. unable to accept new ideas or changing conditions

\_\_\_\_\_\_ corrupt leader (d) f. ineffective in leadership role

\_\_\_\_\_\_ callous leader (c) g. lacks self-control

### Multiple Choice

1. Which type of “bad” leader lacks self-control?

A. rigid

B. incompetent

C. callous

D. intemperate

Ans: D

2. All of the following are functions associated with leadership EXCEPT \_\_\_\_\_\_.

A. implementing plans

B. establishing direction

C. managing conflicts

D. coordination of activities

Ans: A

3. Which of the following is a danger associated with power?

A. having large power differences between leaders and followers

B. having too much power

C. having too little power

D. all of these

Ans: D

4. Which two shadows seem most closely related?

A. irresponsibility and broken/misplaced loyalties

B. power and mismanaged information

C. power and privilege

D. inconsistency and irresponsibility

Ans: C

5. Big contributors to political campaigns generally get better treatment from government officials. This fact demonstrates which shadow?

A. privilege

B. power

C. loyalty

D. inconsistency

Ans: D

6. Privacy issues fall under which shadow?

A. mismanaged information

B. privilege

C. inconsistency

D. power

Ans: A

7. Boards of directors have come under fire for \_\_\_\_\_\_.

A. abusing their power

B. failing to live up to their responsibilities

C. being disloyal to corporate officers

D. acting inconsistently

Ans: B

8. Brutal bosses who create a master–servant relationship with followers are engaged in \_\_\_\_\_\_.

A. inequity

B. disregard

C. constraint

D. deification

Ans: D

9. All of the following are true of followers deprived of power EXCEPT \_\_\_\_\_\_.

A. make threats

B. engage in sabotage

C. critical of new ideas

D. cautious and defensive

Ans: A

10. Followers have an ethical duty to live up to their job responsibilities. This is called the \_\_\_\_\_\_.

A. Challenge of Obedience

B. Challenge of Obligation

C. Challenge of Cynicism

D. Challenge of Dissent

Ans: B

11. Leaders of which organization described in the text cast all six of the ethical shadows of leadership?

A. Intel

B. Sallie Mae

C. Enron

D. Brocade Communications

Ans: C

12. Which type of destructive organizational leader achieves organizational goals while abusing followers?

A. derailed leaders

B. tyrannical leaders

C. supportive-disloyal leaders

D. constructive leaders

Ans: B

**Fill in the Blank**

1. The two elements of ethical leadership are \_\_\_\_\_\_ and \_\_\_\_\_\_.

Ans: moral behavior; moral influence

2. The link between \_\_\_\_\_\_ and \_\_\_\_\_\_ means that abuse of one generally leads to abuse of the other.

Ans: power; privilege

3. \_\_\_\_\_\_ is another name for role model power.

Ans: Referent power

4. The \_\_\_\_\_\_ theory is based on the notion that leaders develop a closer relationship with one group of followers.

Ans: Leader Member Exchange (LMX)

5. Leadership is best described as a \_\_\_\_\_\_.

Ans: role

6. Philosopher George Fletcher argues that we define ourselves through our \_\_\_\_\_\_ to families, sports franchises, companies, and other groups and organizations.

Ans: loyalty

7. \_\_\_\_\_\_ involve(s) judgments about right and wrong.

Ans: Ethics, Morality

8. Leadership is the exercise of \_\_\_\_\_\_ in a group context.

Ans: influence

9. \_\_\_\_\_\_ can be compared to a performance on a stage.

Ans: Impression management

10. Images of ideal leaders are called \_\_\_\_\_\_.

Ans: prototypes

### True/False

1. U.S. workers prefer leaders who rely on legitimate power.

Ans: F

2. Coercion becomes more effective over time.

Ans: F

3. Being without power can corrupt followers.

Ans: T

4. Followers have images of ideal leaders called prototypes.

Ans: T

5. Freedom of choice separates leadership from dominance and submission in animals.

Ans: T

6. The intemperate leader is competent but unyielding.

Ans: F

7. The morality of impression management should be judged by its end products.

Ans: T

8. Toxic leaders engage in destructive behaviors and display dysfunctional personal characteristics.

Ans: T

9. Leaders always occupy positions of authority.

Ans: F

# Short Answer

1. Define leadership.

2. Define ethics.

3. Name the five power bases and briefly explain each one.

4. Name and explain the six shadows of leadership.

5. Identify five functions associated with the leader role.

6. Identify five functions associated with the follower role.

7. Explain how power deprivation corrupts followers.

8. Name four behaviors of “brutal” bosses.

9. Identify the costs of bad (abusive) bosses.

10. What are the ways that leaders can mismanage information?

### Essay

1. Is there a difference between ethics and morals? Why or why not?

2. Describe the relationship between leading and following. How do these roles differ? Overlap?

3. Describe the process of ethical leadership.

4. What advice would you give a new leader about the use and abuse of power?

5. Create a list of guidelines for determining a leader’s loyalties. Who should a leader give his or her loyalty to? How far do these obligations extend? When should a leader withdraw his or her support?

6. Explain the differences between acting inconsistently and acting irresponsibly.

7. What are the characteristics of ethical impression management?

8. Outline steps you can take to better meet the ethical challenges of followership.