

## CHAPTER OVERVIEW

### 12: Leadership



**Exhibit 12.1** (Credit: Tambako the Jaguar/ flickr/ Attribution 2.0 Generic (CC BY 2.0))

#### Learning Outcomes

**After reading this chapter, you should be able to answer these questions:**

1. What is the nature of leadership and the leadership process?
2. What are the processes associated with people coming to leadership positions?
3. How do leaders influence and move their followers to action?
4. What are the trait perspectives on leadership?
5. What are the behavioral perspectives on leadership?
6. What are the situational perspectives on leadership?
7. What does the concept “substitute for leadership” mean?
8. What are the characteristics of transactional, transformational, and charismatic leadership?
9. How do different approaches and styles of leadership impact what is needed now?

[12.1: The Nature of Leadership](#)

[12.2: The Leadership Process](#)

[12.3: Leader Emergence](#)

[12.4: The Trait Approach to Leadership](#)

[12.5: Behavioral Approaches to Leadership](#)

[12.6: Situational \(Contingency\) Approaches to Leadership](#)

[12.7: Substitutes for and Neutralizers of Leadership](#)

[12.8: Transformational, Visionary, and Charismatic Leadership](#)

[12.9: Leadership Needs in the 21st Century](#)

[12.10: Glossary](#)

[12.11: Summary Learning Outcomes](#)

[12.12: Chapter Review Questions](#)

[12.13: Management Skills Application Exercises](#)

[12.14: Managerial Decision Exercises](#)

[12.15: Critical Thinking Cases](#)

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