

DEVELOPING POTENTIAL ACROSS A FULL RANGE OF LEADERSHIP™

Cases on Transactional and Transformational Leadership

Edited by

Bruce J. Avolio
Bernard M. Bass
*Center for Leadership Studies
School of Management
SUNY-Binghamton*

LAWRENCE ERLBAUM ASSOCIATES, PUBLISHERS
2002 Mahwah, New Jersey London

Contents

Preface	vii
Introduction	1
I ATTITUDES AND BEHAVIOR OF INDIVIDUAL LEADERS	
1 Still Flying High After All These Years at Southwest Airlines	13
2 Colin Powell's Thoughts on Leadership	16
3 In the Land of Cornflakes and Car Assembly	20
4 Can You Name America's Seven Best Bosses?	24
5 Leading by Listening	36
6 Patricia Gallup, CEO, PC Connection (Excerpts)	42
7 Global Leadership	48
8 Turnaround Drama Instills Leadership	55
9 Leading Ladies	62
10 The Many Facets of Tina's Leadership	66

II LEADER DEVELOPMENT AND SUCCESSION

11	Playing Powell Politics	73
12	Larry Bossidy	76
13	Gertrude Boyle	79
14	A. Diane Moeller: A Talk With the Healthcare Forum's Incoming Chair	84
15	Leadership of Renewal: Leadership for the 21st Century	88
16	Profiles of Two Successful Women Managers	96
17	Nimrod Press I'	98

III STRATEGIES AND THEIR IMPLEMENTATION

18	The Future at Telview	111
19	David Glassman: Division Manager in Telview	116
20	Joan Rivers' Memo	125
21	Back to the Past When the Future Seemed So Obvious	130
22	Amy's Debrief	134
23	A Doll's House	138

IV' ETHICAL ISSUES

24	Managerial Ethical Leadership: Adrian Cadbury	149
25	JimCorby	152
26	The Commandant's Dilemma	154
27	Jack Gets a Grip	159
28	The Fine Art of Leadership	164