



Developing Potential Across a Full Range of Leadership TM: Cases on Transactional and Transformational Leadership

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This case book focuses on the leadership style of the key players. The 29 cases were chosen to present all facets of a model of leadership, stating that the most effective leaders are both transformational and transactional in their leadership style. Cases were selected for inclusion and/or developed to provide examples of leaders from across the spectrum of public and private sectors. Specific emphasis was placed on selecting male and female leaders from a broad array of cultures.

A great deal has been written about a model of leadership that is referred to as a "full range" of leadership potential. This book adds to the literature, by highlighting specific people who exemplify the various styles and orientations regarding a full range of leadership potential.

The book begins with an overview of what constitutes transactional and transformational leadership. This discussion is then expanded to include a *Full Range of Leadership Potential*™. Discussion of the cases highlight how to build balance in one's leadership profile to optimize the potential of leaders, followers, and their organizations. The presence or absence of styles in a wide variety of contexts will be discussed in terms of the effects on individuals, groups, or organizations. Questions are posed for discussion of each case.

Practitioners who conduct or facilitate the training of leadership will find this book quite useful to their work. In addition, managers interested in developing their own leadership potential will be enabled to learn by example how different styles affect leadership performance. This book can also be used as a supplement to other books on leadership for undergraduate, graduate, and executive education courses in management.

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