



# Understanding Behaviors for Effective Leadership (2nd Edition)

*Jon P. Howell, Dan L. Costley*

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Providing a comprehensive review of the major behavior patterns that effective leaders use to influence followers, this book keys in on what effective leaders really do and emphasizes how leaders can diagnose and modify situations and followers to make their leadership a more positive and productive endeavor. Organized into an easy-to-follow four-part structure: Part I introduces the concept of leadership, the approach of the book, and descriptions and evaluations of several currently popular situational leadership theories. Part II describes the five core leadership behavior patterns (supportiveness, directiveness, participation, reward/punishment, and charismatic behavior). Part III examines less-researched leader behavior patterns such as boundary-spanning, building social exchanges, and followership. Part IV describes the current leadership issues of ethics, diversity, leadership development, and change, with a concluding chapter that integrates findings from earlier chapters and describes popular leadership styles that are combinations of the specific leader behaviors described earlier. For leadership roles found in business, nursing, military science, criminal justice, education, government or agriculture.

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