

Fourth Edition

INTRODUCTION TO LEADERSHIP

The **Fourth Edition** of Peter G. Northouse's bestselling **Introduction to Leadership: Concepts and Practice** provides readers with a clear overview of the complexities of practicing leadership and concrete strategies for becoming better leaders. The text is organized around key leader responsibilities such as creating a vision, establishing a constructive climate, listening to outgroup members, and overcoming obstacles. Three interactive components in every chapter—self-assessment questionnaires, observational exercises, and reflection and action worksheets—get readers actively involved in applying leadership concepts to their own lives. Grounded in leadership theory and the latest research, the fully updated, highly practical Fourth Edition includes a new chapter on how leaders can embrace diversity and inclusion, as well as new material on the dark side of leadership and a new ethical leadership style questionnaire.

NEW AND KEY FEATURES

- A new chapter on **Embracing Diversity and Inclusion** explores the nature of diversity and provides an inclusion framework so leaders can overcome barriers and create inclusive climates.
- An updated and expanded chapter on **Engaging Strengths** explores how leaders identify and leverage their own strengths as well as the strengths of their followers.
- **Interactive Leadership Assessments** (available exclusively in the interactive eBook) provide students with an analysis of their questionnaire score with suggestions for improving their leadership abilities.
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INTRODUCTION TO LEADERSHIP

Concepts and Practice



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INTRODUCTION TO LEADERSHIP

Fourth Edition

PETER G. NORTHHOUSE



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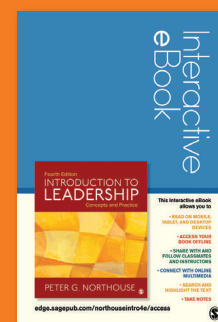


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Fourth Edition

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Preface



Leadership is a salient topic today. Given the volatility of global events and our national political climate, it is even more important now than it was when the third edition of this book was published. The public remains fascinated by who leaders are and what leaders do. People want to know what accounts for good leadership and how to become good leaders. Despite this strong interest in leadership, there are very few books that clearly describe the complexities of practicing leadership. I have written *Introduction to Leadership: Concepts and Practice* to fill this void.

Each chapter describes a fundamental principle of leadership and how it relates in practice to becoming an effective leader. These fundamentals are illustrated through examples, profiles of effective leaders, and case studies. The text comprises 13 chapters: **Chapter 1, “Understanding Leadership,”** analyzes how different definitions of leadership have an impact on the practice of leadership. **Chapter 2, “Recognizing Your Traits,”** examines leadership traits found to be important in social science research and explores the leadership traits of a select group of historical and contemporary leaders. **Chapter 3, “Engaging Strengths,”** discusses the emerging field of strengths-based leadership, looking at how several assessment tools can help one to recognize his or her own strengths and those of others and then put those strengths to work as an effective leader. **Chapter 4, “Understanding Philosophy and Styles,”** explores how a person’s view of people, work, and human nature forms a personal philosophy of leadership and how this relates to three commonly observed styles of leadership: authoritarian, democratic, and laissez-faire. **Chapter 5, “Attending to Tasks and Relationships,”** describes how leaders can integrate and optimize task and relationship behaviors in their leadership role. **Chapter 6, “Developing Leadership Skills,”** considers three types of leadership skills: administrative, interpersonal, and conceptual. **Chapter 7, “Creating a Vision,”** explores the characteristics of a vision and how a vision is expressed and implemented. **Chapter 8, “Establishing a Constructive Climate,”** focuses on how important it is for leaders who are running groups or organizations to

provide structure, clarify norms, build cohesiveness, and promote standards of excellence. **Chapter 9, “Embracing Diversity and Inclusion,”** discusses the importance of inclusive leadership and the barriers that can be encountered when trying to embrace diversity and inclusion. **Chapter 10, “Listening to Out-Group Members,”** explores the nature of out-groups, their impact, and ways leaders should respond to out-group members. **Chapter 11, “Managing Conflict,”** addresses the question of how we can manage conflict and produce positive change. **Chapter 12, “Addressing Ethics in Leadership,”** explores six factors that are related directly to ethical leadership: character, actions, goals, honesty, power, and values. Finally, **Chapter 13, “Overcoming Obstacles,”** addresses seven obstacles that subordinates may face and how a leader can help to overcome these.

NEW TO THIS EDITION

This edition retains the chapters of the previous edition but has been expanded and enhanced in several ways:

- First and foremost, it includes a new chapter on **diversity and inclusion** that examines the nature of diversity and inclusion, provides a model of inclusive behavior, describes communication practices to improve inclusion, and identifies barriers to effective inclusive leadership.
- Second, this edition **premieres the Ethical Leadership Style Questionnaire**, a self-assessment instrument that allows readers to learn what their ethical leadership behaviors tend to be. The questionnaire in this book is an abridged edition of a longer, more comprehensive assessment available to readers online.
- Third, several chapters include a look at the **dark side of leadership** in terms of the approaches explored in the book.
- Fourth, **new case studies, examples, and research** are integrated throughout the book.
- Fifth, this edition includes new **“Ask the Author” videos** that show Peter Northouse answering student questions.

SPECIAL FEATURES

Introduction to Leadership: Concepts and Practice is designed to help the reader understand how to become a better leader. While the book is grounded in

leadership theory, it describes the basics of leadership in an understandable and user-friendly way. Each chapter focuses on a fundamental aspect of leadership, discusses how it can be applied in real leadership situations, and provides a relevant profile of a leader.

Perhaps the most notable features of this book are the four applied activities included in every chapter, which allow the reader to explore leadership concepts and real-world applications:

- **Case studies** illustrate the leadership concepts discussed in the chapter. At the end of each case, thought-provoking questions help the reader analyze the case using ideas presented in the chapter.
- **Self-assessment questionnaires** help the reader determine his or her own leadership style and preferences. Students may want to complete this questionnaire before reading the chapter's content. By completing the questionnaire first, the reader will be more aware of how the chapter's content specifically applies to his or her leadership tendencies.
- **Observational exercises** guide the reader in examining behaviors of leaders from his or her life experiences.
- **Reflection and action worksheets** stimulate the reader to reflect on his or her leadership style and identify actions to take to become more effective.

AUDIENCE

A practice-oriented book, *Introduction to Leadership: Concepts and Practice* is written in a user-friendly style appropriate for introductory leadership courses across disciplines. Specifically, it is well suited for programs in leadership studies and leadership courses in schools of agriculture, allied health, business, management, communication, education, engineering, military science, public administration, nursing, political science, social work, and religion. In addition, this book is appropriate for programs in continuing education, corporate training, executive development, in-service training, and government training. It is also useful for student extracurricular activities.

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- **Tables and figures** from the textbook

SAGE edge for students at edge.sagepub.com/northouseintro4e enhances learning in an easy-to-use environment that offers, for each chapter, learning objectives, action plans to track progress, mobile-friendly flashcards and practice quizzes, SAGE Premium Video featuring author Peter G. Northouse, additional multimedia resources, and selected SAGE journal articles to strengthen learning.

Interactive eBook

An interactive eBook version of the text is available for students to provide a contemporary, multimedia-integrated presentation for learning. In addition to a fully electronic textbook, students can link directly to “Ask the Author” video, audio, additional enrichment readings from SAGE journals titles, and other relevant resources, bringing the subject matter to life in a way a traditional print text cannot.

The interactive eBook features exclusive **Interactive Leadership Assessments** to help students strengthen their leadership abilities by providing them with individualized feedback based on their responses to each questionnaire. After completing each questionnaire, a student using the interactive eBook will receive an in-depth analysis of her or his scores as well as personalized, pragmatic suggestions for further developing her or his leadership.

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