

## Chapter 10

<b>authority</b>	The formal right to get people to do things or the formal right to control resources.
<b>autocratic leader</b>	A task-oriented leader who retains most of the authority for himself or herself and is not generally concerned with group members' attitudes toward decisions.
<b>charisma</b>	The ability to lead or influence others based on personal charm, magnetism, inspiration, and emotion.
<b>coalition</b>	A specific arrangement of parties working together to combine their power, thus exerting influence on another individual or group.
<b>leadership</b>	The ability to inspire confidence and support among the people who are needed to achieve organizational goals.
<b>leadership grid</b>	An approach to classifying leadership style based on different integrations of the leader's concern for production (results) and people (relationships).
<b>leadership style</b>	The typical pattern of behavior that a leader uses to influence his or her employees to achieve organizational goals.
<b>mentor</b>	A more experienced person who develops a protégé's abilities through tutoring, coaching, guidance, and emotional support.
<b>open-book company</b>	A firm in which every employee is trained, empowered, and motivated to understand and pursue the company's business goals.
<b>participative leader</b>	A leader who shares decision making with group members.
<b>power</b>	The ability or potential to influence decisions and control resources.
<b>power motivation</b>	A strong desire to control others and resources or get them to do things on your behalf.
<b>self-leadership</b>	The process of influencing oneself.
<b>shadowing</b>	Directly observing the work activities of the mentor by following the manager around for a stated period of time, such as one day per month.
<b>situational leadership II (SLII)</b>	An explanation of leadership that matches leadership style to the capabilities of group members on a given task.
<b>transformational leader</b>	A leader who helps organizations and people make positive changes in the way they do things.