

# CONTENTS

1	A New Model of Leadership	1
	A New Model of Leadership	4
	The Difference Between a Leader and a Great Leader	6
	Leaders Are Found Everywhere	7
	The Role of Management in Leadership	8
	Focus on the Model of Leadership, Not the Leader	8
2	The Source of Power	10
	The Primacy of Vision	11
	Power Resides in the Follower	12
	Functions of a Leader	13
3	Above & Beyond: Discretionary Effort	16
	Leaders Focus on Discretionary Behavior	17
	Becoming Likeminded	20
	Sacrifice	21
4	Loyalty: It's Not About the Leader	24
	It's Not About the Leader	25
	Building Loyalty	26
	Actions Speak Louder than Words	27
	The Leader Shows the Way	28
	The Opposite of Loyalty	31

- 5 Leaders & Managers: It Takes Both .....**35**
  - Leadership and Management—The Different Roles ..... 40
  
- 6 It’s All About Behavior .....**45**
  - Starting Point ..... 46
  - What Is Behavior? ..... 51
  - What Behavior Is Not ..... 53
  - Problem Solving Through Behavioral Observation ..... 54
  
- 7 An Introduction to Leadership Measurement .....**57**
  - The Proper Use of Measures ..... 57
  - Ways to Measure Leadership ..... 59
  - Measurement Versus Intuition ..... 60
  - Charisma in Leadership ..... 61
  
- 8 Measuring Leaders’ Accomplishments .....**63**
  - Did They Grow the Enterprise? ..... 64
  - Did Their Enterprise Achieve Some Level of Prominence? ..... 64
  - Did the Leader Leave A Positive Legacy? ..... 64
  
- 9 Measuring Follower Response: In-Process Measures of Leadership .**68**
  - Momentum ..... 69
  - Commitment ..... 72
  - Initiative ..... 77
  - Reciprocity ..... 81
  
- 10 Leadership Measurement Options .....**85**
  - Ways to Measure Leadership ..... 86
  - Measurement Formats ..... 87
  
- 11 Motivating Followers .....**94**
  - The Basics of Follower Behavior ..... 95
  - Behavior Is a Function of its Consequences ..... 97
  - The Behavioral Consequences ..... 103

Positive Reinforcement .....	105
Withholding Positive Reinforcement .....	109
<b>12 Adding Meaning to the Follower's Work .....</b>	<b>111</b>
Creating Meaningful Work .....	112
Creating Reinforcers for Change .....	113
The Establishing Operation .....	114
Leaders Connect .....	116
Leaders Have a Vision .....	117
Leaders Deliver .....	119
<b>13 Creating Excitement for the Leader's Initiatives .....</b>	<b>121</b>
Excitement Resides in Behavioral Consequences .....	123
Themes Cluster Reinforcement .....	124
Goals Should be Antecedents for Positive Reinforcement .....	125
<b>14 Maintaining Excitement Over Time .....</b>	<b>130</b>
Earning the Right to Leisurely Leadership .....	133
<b>15 Creating Momentum .....</b>	<b>135</b>
Mass .....	136
Velocity .....	140
Direction .....	141
<b>16 Building Commitment .....</b>	<b>143</b>
Articulating the Vision .....	144
Values .....	148
Persistence .....	153
<b>17 Increasing Initiative .....</b>	<b>155</b>
Teamwork .....	155
Managing Interfaces .....	159
Creativity <i>Is</i> Behavior .....	163

18 Reciprocity: Maximizing Leader & Follower Interactions .....168  
    Respect .....170  
    Trust .....172  
    Grow Talent .....175

19 The Final Frontier of Leadership .....180

Appendix (50 Things You Can Do ...) .....185  
    To Build Momentum (1-10) .....186  
    To Build Commitment (11-26) .....187  
    To Build Initiative (27-39) .....188  
    To Build Reciprocity (40-50) .....189

References .....191

Index .....197

About the Authors .....205  
    Aubrey C. Daniels .....205  
    James E. Daniels .....206

About ADI .....207