

Appendix A

Yukl's Taxonomy of Leadership Behaviors

Table 7. Yukl's Taxonomy

Making Decisions	Planning and Organizing: Determining long-term objectives/strategies, allocating resources according to priorities, determining how to use personnel/resources to accomplish a task efficiently, and determining how to improve coordination, productivity, and the effectiveness of the organizational unit.
	Problem Solving: Identifying work-related problems, analyzing problems in a timely but systematic manner to identify causes and find solutions, and acting decisively to implement solutions to resolve important problems or crises.
	Consulting: Checking with people before making changes that affect them, encouraging suggestions for improvement, inviting participation in decision making, incorporating ideas/suggestions of others in.
	Delegating: Allowing subordinates to have substantial responsibility and discretion in carrying out work activities, handling problems, and making important decisions.
Influencing	Motivating and Inspiring: Using influence techniques that appeal to emotion or logic to generate enthusiasm for the work, commitment to task objectives, and compliance with requests for cooperation, assistance, support, or resources; setting an example of appropriate behavior.
	Recognizing: Providing praise and recognition for effective performance, significant achievements, and special contributions, expressing appreciation for someone's contributions and special efforts.
	Rewarding: Providing or recommending tangible rewards such as a pay increase or promotion for effective performance, significant achievements, and demonstrated competence.
Building Relations	Networking: Socializing informally, developing contacts with people who are a source of information and support, and maintaining contacts through periodic interaction, including visits, telephone calls, correspondence, and attendance at meetings and social events.
	Team Building and Conflict Management: Facilitating the constructive resolution of conflict, and encouraging cooperation, teamwork, and identification with the work unit.
	Developing and Mentoring: Providing coaching and helpful career advice, and doing things to facilitate a person's skill acquisition, professional development, and career advancement.
	Supporting: Acting friendly, considerate, being patient, helpful, showing sympathy and support when someone is upset or anxious, listening to complaints and problems, looking out for someone's interests.
Give/Seek Info	Monitoring: Gathering information about work activities and external conditions affecting the work, checking on the progress and quality of the work, evaluating the performance of individuals and the organizational unit, analyzing trends, and forecasting external events.
	Clarifying Roles and Objectives: Assigning tasks, providing direction in how to do the work, and communicating a clear understanding of job responsibilities, task objectives, deadlines.
	Informing: Disseminating relevant information about decisions, plans, activities to people that need it to do work, providing written materials and documents, answering requests for technical information.
Source: Yukl, Gary A. <i>Leadership in Organizations</i> (Englewood Cliffs, NJ: Prentice Hall, 1994), 65.	