

Forceful ^{vs.} Enabling Leadership

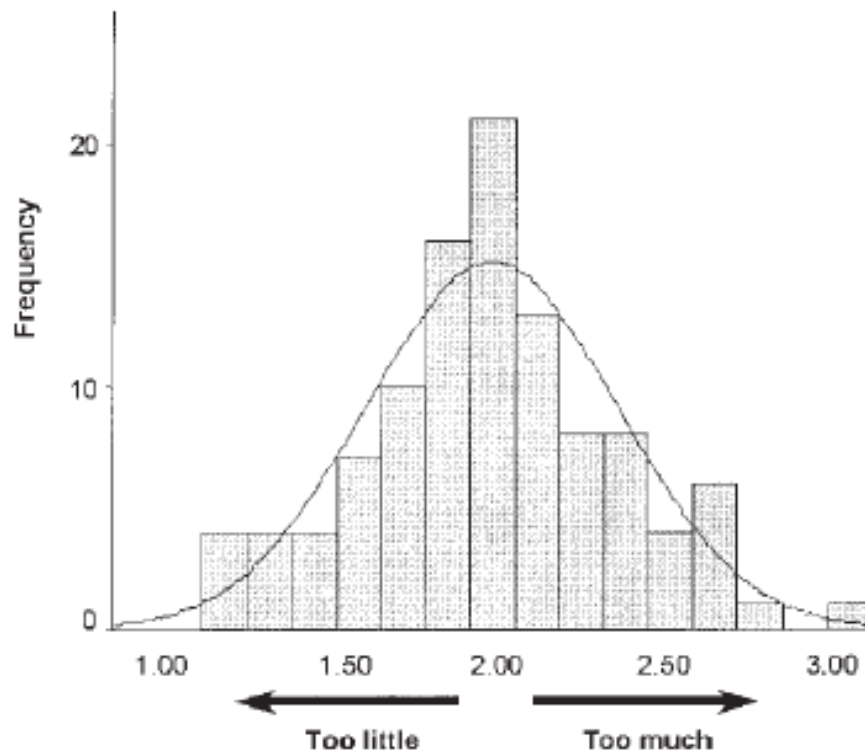


Figure 2. Frequency distribution of average subordinate ratings of 107 executives on a forceful item using the curvilinear scale. Item text: "Lets people know clearly and with feeling where he/she stands on issues. Declares himself/herself."

Table 1

Behavioral Core of Forceful and Enabling Scale Items

Forceful		Enabling	
1f.	Strong leader	1e.	Enables subordinates
2f.	Declares self	2e.	Receptive to others' ideas
3f.	Makes tough calls	3e.	Compassionate
4f.	Makes judgments	4e.	Shows appreciation
5f.	Forces issues	5e.	Fosters harmony