

# Full range indeed? The forgotten dark side of leadership

The forgotten  
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leadership

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Received 25 September 2019  
Revised 7 April 2020  
Accepted 8 May 2020

## Abstract

**Purpose** – The full-range leadership theory, and the distinction between transformational, transactional and laissez-faire leadership behaviour has strongly influenced leadership theory and research in the last several decades. However, in spite of its impact on theory and practice, it has a few shortcomings, as, in its essence, it disregards several essential aspects of a leader's behaviour, such as the dark side of leadership behaviour. Therefore, to capture various leader behaviours, we provide a more comprehensive leadership model named the “complete full range of leadership”.

**Design/methodology/approach** – Based on reviewing the relevant theoretical and empirical literature, we propose an extended theoretical model, which addresses the existing shortcomings of the full range leadership model.

**Findings** – First, we added a new active and more destructive facet of leadership style named active, destructive leadership style. Second, based on existing empirical findings, we restructured the transactional facet of full-range leadership by collapsing its components into two new distinct facets representing active constructive leadership style and passive destructive leadership style. Finally, drawing on Hersey and Blanchard's model, we add a new passive and constructive facet named passive constructive leadership.

**Originality/value** – Our suggested “complete full range of leadership” contributes to leadership theory by addressing the gap between existing theory and empirical findings, making a clear distinction between lack of leadership and delegation and by comprising the dark side of leadership with its bright side into one comprehensive leadership model.

**Keywords** Leadership, Full-range leadership theory, Destructive leadership, Dark side leadership

**Paper type** Conceptual paper

## Introduction

The topic of leadership and leader behaviour is one of the most studied issues in management literature, where numerous studies try to explore specific traits, behaviours, and leadership styles that lead towards successful leadership and positive followers' outcomes (Tepper, 2007; Schmidt, 2008). The full range of leadership (FRL) introduced by Bass and Avolio during the 1990s (Antonakis *et al.*, 2003; Bass, 1997) has strongly influenced leadership theory and practice, presenting one of the most widely accepted models of leadership that can optimize organizational effectiveness (Smith *et al.*, 2004; Guhr *et al.*, 2019).

In spite of its impact on theory and practice, it has a few shortcomings (Einarsen *et al.*, 2007; Jensen *et al.*, 2019; Krasikova *et al.*, 2013). One of these shortcomings refers to the concern that several aspects of leadership behaviours have not been included in the model, such as a variety of forms of leadership that have been characterized as being “destructive” (e.g., destructive leadership, abusive supervision, petty tyranny). Although most existing literature does have a focus on constructive leaders behaviour and sees leadership by



definition as being only positive (Padilla *et al.*, 2007; Schyns and Schilling, 2013), in the last couple of decades researchers acknowledge there are also negative sides of leaders behaviour, namely, destructive or dark side of leadership (Higgs, 2009; Thoroughgood *et al.*, 2018). There is an increase in reports of dysfunctional or harmful misbehaviour by those in power and influence (Bhandarker and Rai, 2019; Megheirkouni and Mejheirkouni, 2020; Walton, 2007) with significant financial and psychological costs and adverse employees' outcomes associated with these types of behaviour (Aasland *et al.*, 2010; Mackey *et al.*, 2019; Mitchell and Ambrose, 2007). Moreover, as research of Mathieu and Babiak (2015) has shown, negative leadership styles and behaviours, as opposed to positive ones, have a more substantial impact on employee attitudes.

Several studies examined the dimensionality of such destructive forms of leadership (e.g., Mitchell and Ambrose, 2007; Valle *et al.*, 2019), identifying their antecedents and consequences (Mullen *et al.*, 2018; Tepper, 2000; Tepper *et al.*, 2009), and to a lesser extent, proposing theoretical models explaining the nature of such leadership (Einarsen *et al.*, 2007; Krasikova *et al.*, 2013; Thoroughgood *et al.*, 2018; Wang *et al.*, 2010). Still, although research on these forms of leadership has grown in the past few years, it is plagued with three problems: (1) the lack of a unified definition of "destructive" leadership that would clarify boundaries of the construct and distinguish it from the related phenomena, (2) a multiplicity of constructs used to describe the phenomenon of "destructive" leading (e.g., abusive supervision, petty tyranny, pseudo-transformational leadership, personalized charismatic leadership, strategic bullying, and managerial tyranny) and (3) the lack of the unified theoretical framework (Krasikova *et al.*, 2013; Thoroughgood *et al.*, 2018; Tepper, 2007; Tepper *et al.*, 2008), based on a shared understanding of what destructive leadership is and what it is not. Although there are some contributions (e.g. Einarsen *et al.*, 2007) that incorporate the dark and bright side of leadership into one conceptual model, their theoretical reasoning is insufficient (Karakitapoglu-Aygun and Gumusluoglu, 2013, p. 1,309). Moreover, they ignore the significant contribution of FRL and do not relate to other lines of its criticism.

In light of the above shortcomings, the aim of this paper is twofold: (1) to address the lack of an integrative model of the bright and dark side of leadership; and (2) to suggest a reshaped alternative of an extended full-range model of leadership named the complete full range of leadership (CFRL). Our model is based on a review of relevant existing empirical studies and theories in the field and incorporates the main criticism of the current FRL model (Anderson and Sun, 2017). Our search terms and focus, as reflected in Table 1, lean on Itzkovich's (2015) book, who outlined and discussed the key terms used in the literature to describe the dark side of leadership.

Specifically, we relate to a significant shortcoming of the FRL model, namely overlooking the dark side of leadership (Furtner *et al.*, 2017; Mathieu and Babiak, 2015; Ryan and Tipu, 2013). Our proposed model makes three contributions to the leadership field. First, we added a new active and more destructive facet of leadership style named active, destructive leadership style (ADL). Second, based on existing empirical findings, we restructured the transactional facet of full-range leadership by collapsing its components into two new distinct facets representing active constructive leadership style (ACL) and passive destructive leadership style (PDL). Finally, drawing on Hersey and Blanchard's model, we add a new passive, yet constructive leadership style (PCL). The purpose of this model is to parsimoniously integrate the dark and the bright side into one renewed complete full-range model of leadership.

This novel combination encompassing a comprehensive full range of leadership contributes to leadership theory by addressing the gap between theory and empirical findings, by making a clear distinction between lack of leadership and delegation, and by comprising the dark side of leadership with its bright side into one comprehensive leadership model. Understanding the complete range of leadership enables managers to understand, to

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be aware and avoid the darker and counterproductive sides of leadership. These sides exist in practical realities but are often overlooked in the theoretical discourse of leadership.

Following an introduction, we provide a brief overview and discussion of FRL theory and issues that are considered as the main criticism of the current FRL model. Also, we relate to a dark side of leadership, present the importance of acknowledging these types of behaviours, as well as existing attempts associated with the integration of the dark and bright side of leadership. Following our review, a three-phase development and visualization of the complete full-range leadership model are presented.

### **The full range leadership model and its shortcomings**

To date, one of the most cited leadership models is the full range of leadership introduced by Bass and Avolio (Antonakis *et al.*, 2003; Bass, 1997). The model consists of three main leadership styles divided into eight central categories. The three leadership styles differ as to the level of activeness expressed by the leader, and in accordance, they are distinguished by different levels of effectiveness achieved through such behaviour. Its focus is not solely on social and economic exchanges, but on activities that leaders exhibit to create followers' commitment and expected effectiveness (Antonakis and House, 2014). Thus, the FRL model demonstrates a clear linear correlation between the leader's level of activeness and the level of effectiveness achieved by his behaviour. In other words, the more active the leader, the more effective his leadership style is (Bass, 1997).

The FRL model is profound, theoretically presenting a division into three distinct leadership styles: transformational, transactional and laissez-faire style. Transformational leadership represents the highest order of activeness and is considered the most effective leadership style in the model. It consists of four different facets of behaviour: individualized consideration, intellectual stimulation, idealized influence and inspirational motivation. These four facets support followers' personal development, stimulate independent and creative thinking among followers, aim to develop and communicate a vision and to provide the followers with a role model (Belias and Koustelios, 2014). In turn, these behaviours generate trust, motivation, sense of respect towards the leader (Yukl, 1999), and encourage followers to exceed beyond their interests (Belias and Koustelios, 2014; Lee and Jensen, 2014).

In contrast, transactional leadership does not represent supportive leadership behaviour, as it focusses on relationships based on the rational exchange process in which the followers comply to be rewarded (Yukl, 1999). Its three component behaviours include contingent reward, passive management, by exception, and active management, by exception. While contingent reward consists of the use of incentives and rewards to influence followers (Michel *et al.*, 2011), at lower levels of transactional leadership style (i.e. management, by exception – passive and active), followers comply to avoid corrective intervention manifested by the leader (Masi and Cooke, 2000). The difference between active and passive lies in the timing of the leader intervention, as active leaders monitor the behaviour and anticipate problems, while passive react after the problem has occurred (Judge and Piccolo, 2004).

The last component of the full range is known as laissez-faire. This leadership style represents the absence of leadership (Judge and Piccolo, 2004), and as such, is considered to be the most ineffective leadership style in the model. An individual in the formal position of a leader does not exhibit any active leadership behaviour (Yang, 2015; Wellman *et al.*, 2019), but also avoids leadership when it is needed (Nielsen *et al.*, 2019). In general, there is no interference with the followers; in a sense, there are neither transactions nor agreements with them (Breevaart and Zacher, 2019; Skogstad *et al.*, 2007). As such, this type of leadership does not only present a lack of leadership but also indicates that subordinates' legitimate expectations are not met (Buch *et al.*, 2015; Skogstad *et al.*, 2007).

Throughout the years, FRL was criticized by several researchers (e.g. Boamah and Tremblay, 2019; Michel *et al.*, 2011; Antonakis and House, 2014; Anderson and Sun, 2017). Concerns related to FRL centered around three issues.

The first criticism was directed at the lack of inclusiveness of the multifactor leadership questionnaire (MLQ) scale, a scale that measures different components of FRL. It was criticized for excluding some significant manifestations of leadership behaviours such as empowerment and delegation (Michel *et al.*, 2011; Mitchell and Ambrose, 2007), as well as the need to distinguish between empowerment and laissez-faire (Wong and Giessner, 2016). For instance, Michel *et al.* (2011) found that when leadership was measured using the Managerial Practices Survey (MPS), which, compared to the MLQ, contains additional leadership behaviours, results showed that a more significant portion of the variance independent variables was explained. Therefore, it can be concluded that the MLQ, as the primary tool used in FRL research, is not sufficient when measuring a variety of leadership outcomes (Krasikova *et al.*, 2013; Tepper, 2007).

Second, additional criticism was directed at the traditional distinction between transformational, transactional and laissez-faire leadership. Although this distinction was supported throughout the years (Antonakis *et al.*, 2003), several discrepancies remained unsolved (Krasikova *et al.*, 2013). There is—for example—supporting evidence that contingent reward, traditionally considered part of the transactional leadership factor, loads on the transformational component factor (Boamah and Tremblay, 2019; Judge and Piccolo, 2004; Lee and Jensen, 2014; Yukl, 1999). Also, following empirical evidence, laissez-faire and passive management, by exception, collapsed into one factor (Judge and Piccolo, 2004). These findings lead to questioning the classic distinction between transactional leadership and laissez-faire (Spain *et al.*, 2014; Yukl, 1999). Furthermore, these two facets, along with the active management, by exception, leadership style, were recently combined into one passive corrective leadership style (Lee and Jensen, 2014), which also differs from the classical outlook of the model.

The third area of criticism is directed at FRL's incompetence to comprise a significant quantum of deviant leadership behaviours, which demonstrate more active and yet less effective behaviours. The most ineffective leadership style in FRL is a manifestation of passiveness (Einarsen *et al.*, 2007), whereas theories, as well as an empirical data point to behaviours of leaders who are characterized by less effectiveness and yet more activeness (Spain *et al.*, 2014). These manifestations of leadership are often described by constructs such as abusive supervision (Tepper, 2000; Tepper *et al.*, 2017), petty tyranny (Ashforth, 1997, 2016), destructive leadership (Einarsen *et al.*, 2007), or toxic leadership (Lipman-Blumen, 2005, 2011), all exemplifying harmful types of behaviours (Krasikova *et al.*, 2013).

### **The dark side constructs of leadership behaviour**

Along with the emergence of theories and models dealing with the bright side of organizational behaviour and more specifically dealing mostly with effective leadership behaviours within organizations, a growing interest in the deviant side of organizational behaviour occurred in the last two decades (Baruch and Vardi, 2016; Greenberg, 2010; Lašáková and Remišová, 2019; Tepper *et al.*, 2017; Vardi and Weitz, 2016). As part of the growing interest in deviant organizational behaviours, deviant leadership behaviours were somehow overlooked, supported by the assumption that at most, ineffective leadership is manifested passively through the lack of leadership (Einarsen *et al.*, 2007). This perception was well expressed in several leading leadership and managerial models, such as the managerial grid (Walker, 2009), or the FRL (Bass, 1997). In both models, the most ineffective behaviour, which was expressed by an authority figure, is indifference. Still, recent research emphasizes that supervisors and leaders can be seen

as perpetrators of deviant behaviour (Brown and Mitchell, 2010; Landay *et al.*, 2019), with high prevalence and costs associated with this type of behaviour (Schyns and Schilling, 2013).

It is necessary to emphasize that leaders can exhibit both supportive and destructive behaviour (Hobman *et al.*, 2009; Kaluza *et al.*, 2020). While some authors (e.g. Hogan and Kaiser, 2005; Mathieu *et al.*, 2014) argue that leader's personality is the primary antecedent of such behaviour, we consider that leadership presents a complex phenomenon that reflects multiple levels of analysis during substantial periods, and involves various mediating and moderating situational and contextual factors that affect leader-follower relation (Dinh *et al.*, 2014; Lord *et al.*, 2001). A modern approach to leadership urges for a contextual approach and relational, social and situated perspective in understanding leadership behaviour and practice (Edwards *et al.*, 2013; Schyns *et al.*, 2013). In line with Anderson and Sun (2017) and Hannah *et al.* (2009), we argue that a socio-cognitive approach can be seen as an underlying theory that helps to explain the complexity of leader behaviour, and how leaders can possess multiple-self identities, where the specific context or the situation can make a particular behaviour of leader to emerge. In that sense, many leaders exhibit both constructive and destructive behaviour (Aasland *et al.*, 2010; Kaluza *et al.*, 2020; Hobman *et al.*, 2009), indicating that leadership captures both sides of one coin.

Nevertheless, recently a growing quantum of theoretical constructs, as well as supporting empirical data formed a distinguished new research arena focussing on the darker side of leadership in organizations (Ashforth, 1997; Karakitapoglu-Aygun and Gumusluoglu, 2013; Landay *et al.*, 2019; Schmidt, 2014; Tepper *et al.*, 2009). Mathieu *et al.* (2014, p. 83) give examples of behaviours often expressed by this type of leaders, including ridiculing and degrading employees, lying and deceptiveness, blaming others for their mistakes, harassment and physical aggression. The outcomes of such behaviour are seen in, for instance, contribution to subordinates' psychological distress, job dissatisfaction and work-family conflict (Tepper, 2000), decreased organizational citizenship behaviour (Wu *et al.*, 2018) and increased work deviance (Mitchell and Ambrose, 2007). These behaviours are not encouraged by the organization similarly to laissez-faire. Yet, they do happen in reality, and thus, should be part of the model, which describes the full potential of leadership.

To integrate the dark side with the bright side of leadership behaviour, Einarsen *et al.* (2007) proposed theoretical models explaining the nature of such leadership. Based on the managerial grid by Blake and Mouton (1964), conceptualizing concern for people and concern for production, the authors integrated destructive and constructive behaviours into two dimensions: pro/anti-subordinate behaviour and pro/anti-organizational behaviour. Five types of leader behaviours emerge from the combination of the dimension above: supportive disloyal, derailed, tyrannical, constructive and laissez-faire. Although these authors were the first to introduce this kind of model, which integrates dark and bright facets of leadership, there is still some conceptual shadowiness embedded within their model. Namely, one of the constructs emerging from the combination of the pro-organization and anti-subordinate dimensions in their model is tyrannical leadership. The authors note that "tyrannical behaviours undermine the motivation, well-being, or job satisfaction of subordinates, without necessarily being destructive as regards to the organization's goals" (Einarsen *et al.*, 2007, p. 212).

Nevertheless, the fact that tyrannical leaders are not necessarily destructive with regards to organizational goals does not necessarily mean that they can be characterized as pro-organization. Einarsen *et al.* (2007, p. 212) define the pro-organizational aspect as "...working towards the fulfilment of the organization's goals". Since organizational goal attainment depends heavily on subordinates, victimizing them by tyrannical leaders might lead to retaliation, leaving the organization, or perpetuating victimization, as research has shown (e.g. Mitchell and Ambrose, 2007). These outcomes cannot be considered as fulfilment of organizational goals. Moreover, the concept of tyrannical leadership was drawn from Ashfort's (1994) petty tyrant construct. Ashfort (1997, 2016) defined this type of leader in

terms of the one who uses authority or position for his gain or administers organizational policies unfairly. In light of such foundations, it seems that the pro-organizational/anti-subordinates' placement in the model does not fully collaborate with the concept of a tyrannical leader.

Furthermore, by looking at the other categories of the model, it seems that the behaviour named supportive disloyal leadership suffers from a theoretical ambiguity as well. The concept of supportive disloyal leadership describes concern for people but little concern towards the organization (pro-subordinate and anti-organization dimension). The authors themselves note that while supporting subordinates, the supportive disloyal leader "may also encourage loafing or misconduct on the part of subordinates" (Einarsen *et al.*, 2007, p. 213). Still, such behaviour does not concur with the true meaning of being supportive (Spain *et al.*, 2014).

The other two categories describe distinctly bright and dark leadership behaviours (Karakitapoglu-Aygun and Gumusluoglu, 2013). The concepts of constructive leadership (pro-subordinate and pro-organization dimension) collaborate with transformational leadership. Derailed leadership (anti-subordinate and anti-organization dimension) is a combination of the interpersonal deviant leadership behaviour described as abusive supervision and the production and property deviance facets of Robinson and Bennett (1995) counterproductive work behaviour model. Thus, in sum, although Einarsen *et al.* (2007) integrate the bright and the dark side into one conceptual model, its theoretical reasoning is insufficient (Karakitapoglu-Aygun and Gumusluoglu, 2013, p. 1,309).

### **Development of a complete full-range leadership model**

Based on a systematic literature review and existing empirical findings, we propose an extended theoretical model, which addresses presented shortcomings and incorporates new approaches in leadership research related to dark side leadership behaviour. The development of our model is done in three phases. In the first phase, we define and integrate the active, destructive leadership construct into FRL, while in the second phase of development, we reposition the transactional components of the FRL model. In the third phase, we discuss the passive constructive leadership construct and finally present the overall complete full-range leadership model.

#### *Development of active, destructive leadership construct*

The dark side of leadership consists of several well-established, yet separated, constructs such as abusive supervision (Tepper, 2000), petty tyranny (Ashforth, 1994, 2016), toxic leadership (Lipman-Blumen, 2005, 2011) or destructive leadership (Einarsen *et al.*, 2007) all noted in Itzkovich's (2015) review of destructive interpersonal behaviours.

Table 1 summarizes definitions and central aspects of petty tyranny, abusive supervision, destructive leadership and toxic leadership, pointing to their similarities, as well as their differences.

We also propose a construct "Active, Destructive Leadership", as an overarching concept that encompasses all of the previously mentioned constructs but also includes the intentionality of one's behaviour.

All constructs presented in Table 1, demonstrate active and ineffective leadership behaviour. Bullying (Hoel *et al.*, 2011; Zapf *et al.*, 2011), and incivility (Foullk *et al.*, 2016; Lee and Jensen, 2014; Schilpzand *et al.*, 2016; Sguera *et al.*, 2011), are interpersonal behaviours, which can and are often used by people holding power positions within an organization. They are not necessarily linked to leadership, as of their specific dispositional and situational antecedents (Ferris *et al.*, 2007). Therefore, we did not include them within the table, but at the

Construct	Construct definition	Intentional	Psychological	Physical	Towards people	Towards organization	Recurrent	Active
<i>Abusive supervision</i> Tepper (2000) Tepper <i>et al.</i> (2017)	"Subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact". (p. 178)	✓	✓		✓		✓	✓
<i>Petty tyranny</i> Ashforth (1997, 2016)	"Someone who uses their power and authority oppressively, capriciously and perhaps vindictively". (p. 126)	✓	✓		✓		✓	✓
<i>Toxic leadership</i> Lipman-Blumen (2005, 2011)	"Leaders who act without integrity by dissembling and engaging in various other dishonourable behaviours, including behaviours, such as corruption, hypocrisy, sabotage and manipulation, as well as other assorted unethical, illegal and criminal acts". (p. 18)	✓	✓	✓	✓	✓	✓	✓
<i>Destructive leadership</i> Einarsen <i>et al.</i> (2007)	"The systematic and repeated behaviour by a leader, supervisor or manager that violates the legitimate interest of the organization by undermining and/or sabotaging the organization's goals, tasks, resources and effectiveness and/or the motivation, well-being or job satisfaction of subordinates". (p. 208)	✓	✓		✓	✓	✓	✓
<i>Active, destructive leadership</i> Authors	"Intentional repeated active behaviour conducted by an authority figure purposely violating organizational and/or social norms. ADL then threatens the psychological and physical well-being of the organization and/or its members"	✓	✓	✓	✓	✓	✓	✓

**Table 1.**  
Definitions and primary aspects of different constructs related to dark side leadership

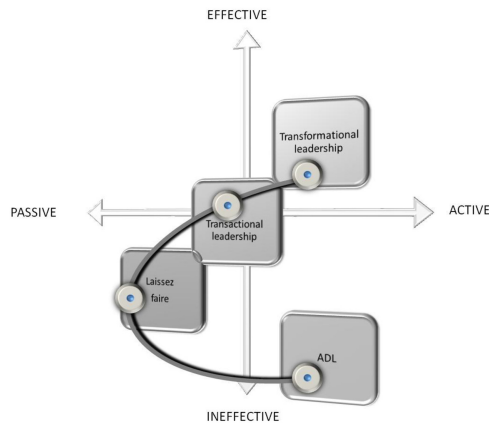
same time, their core characteristics are expressed by the discussed constructs of destructive leadership.

Although the constructs illustrate an overall general similarity in terms of recurrence, psychological impact on subordinates and people orientation, there are differences as to the extent of physical abuse (included only in toxic leadership), inclination towards the organization (included in toxic and destructive leadership), and intentionality (only in the here proposed construct of active, destructive leadership).

By including intentionality, we dispute Einarsen *et al.* (2007, p. 209), who noted that intent is less important than its outcome. We believe that intentions – even if not causing immediate visible and measurable adverse consequences for the organization and/or its members, are still destructive since norms of social and business ethics are violated, ultimately leading to an ineffective organizational climate. Managers may sometimes misbehave unintentionally, but in the presence of intention, these behaviours become more destructive. Moreover, it is not the intention itself that is the key element of behaviour, but the perception of intent by the subordinates (Schyns and Schilling, 2013). Thus, we believe that intention has to be an integral part of defining the destructive behaviour of leaders. Based on the above, we propose to expand Einarsen *et al.*'s (2007) destructive leadership construct, naming it Active, Destructive Leadership (ADL), thereby encompassing all elements summarized in the table. Thus, we base our Active, Destructive Leadership definition on Robinssoon and Bennet (1995) and Vardi's definition (Baruch and Vardi, 2016; Vardi and Weitz, 2016; Vardi and Wiener, 1996) as intentional, repeated active behaviour conducted by an authority figure purposely violating organizational and/or social norms. ADL then threatens the psychological and physical well-being of the organization and/or its members. Thus, as of its outcome being ineffective yet active, incorporated in the existing FRL model, ADL presents a new dimension, that is active, but ineffective to a greater extent compared to laissez-faire. Figure 1 illustrates the embeddedness of ADL in the existing FRL.

*Redefining the other components of the FRL model*

As previously presented, the traditional FRL components were grouped into three main categories representing transformational, transactional and laissez-faire leadership styles.



ADL = Active destructive leadership

**Figure 1.**  
Full range model plus  
ADL construct

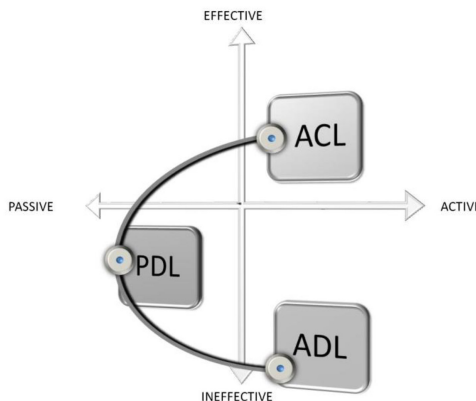
Examining the FRL model in terms of operational measures, as reflected in a considerable number of studies, allows reconsidering a structural change in its assembled facets.

Based on the outstanding meta-analysis of Judge and Piccolo (2004), and articles such as Lee and Jensen (2014), we suggest that the contingency reward facet should be part of our definition of active constructive leadership (ACL). As Judge and Piccolo (2004, p. 763) stress, “even if transformational and contingent reward leadership is distinct (which is an arguable assumption), it may be difficult to separate the unique effects of constructs that correlate at such a high level”. Furthermore, in an additional meta-analysis (Eagly et al., 2003), the authors demonstrated that women compared to men are more likely to manifest leadership around transformational and contingent rewards styles, separated empirically from its traditional inclusion in the transactional leadership style. Recently, Lee and Jensen (2014) also considered contingent rewards and transformational leadership as an active constructive leadership style. Based on the above, we adopt this approach and include both transformational leadership and contingent reward into our active constructive leadership (ACL) construct.

Additionally, although some studies differentiate between active and passive management, by exception, several more recent studies argue that management, by exception, has to be treated as a single factor due to the difficulty to make a perceptual distinction between the two types, and the general ineffectiveness of both styles (Lee and Jensen, 2014, p. 420–421; Spain et al., 2014). Also, studies revealed the same patterns of predicted validity of both forms of management, by exception. As Lee and Jensen (2014, p. 421) stress, this gives support to merge the two types of management, by exception, to a single dimension. Moreover, management, by exception, has been found closely related to laissez-faire leadership (Judge and Piccolo, 2004), low productivity and poor job attitudes (Schmidt, 2014).

Based on the above, we consider both management, by exception, and laissez-faire as passive destructive leadership (PDL).

Figure 2 demonstrates further reshaping of the full range leadership model by first including both transformational leadership and contingent reward into active constructive leadership (ACL) construct, and second, relating both, management, by exception, leadership styles and laissez-faire to a new passive destructive leadership (PDL) construct.



ACL = Active constructive Leadership

PDL = Passive destructive leadership

ADL = Active destructive leadership

**Figure 2.**  
Reshaping the transactional facet of leadership

*Passive constructive leadership component (PCL)*

By drawing on the situational leadership model, it seems that passiveness is not necessarily a negative concept or should not necessarily be considered a negative manifestation of leadership as proposed in the FRL and the Managerial Grid (Einarsen *et al.*, 2007).

To support our argument, we draw upon Hersey *et al.*'s (2007) model known as the life-cycle theory of situational leadership. The model takes into consideration the amount of task and relationship behaviour that a leader provides to their followers and suggests that leaders adapt their style to followers by taking into consideration followers' "maturity", based on how ready and willing they are to perform a required task. The main ingredients of this life-cycle model are, therefore, followers' competence and motivation (together standing for maturity). Four leadership styles emerge (telling, selling, participating and delegating) that respectively match the maturity levels of followers. In the framework of this discussion, we are interested in investigating the fourth style only – delegating. This style includes low directing and low support since followers (highly motivated and competent) can be "left alone" to run their show (Lynch *et al.*, 2011). At this last stage, supervisory behaviour declines, as both task and relationship behaviours are reduced to a minimum. Although recently, it was noted that empowering leadership can be perceived by followers as laissez-faire depending on the extent followers' expectations are aligned with leaders behaviours (Wong and Giessner, 2016), it is clear that different drivers trigger the inactiveness of the leader. Whereas delegation is based on trust, laissez-faire is based on indifference, triggering different outcomes, and thus, should be conceptually distinct.

Graeff (1983) critiqued the model as it is not adequately describing and measuring the low task -low relationship behaviour, further emphasizing that it is necessary to distinguish between absence of leadership, which is represented in other models as laissez-faire, and a more effective yet passive manifestation of leadership, which is characterized by low task and low relationship behaviour. In-line we view, this passive style of leadership as constructive since it enables people autonomously to fulfil their organizational duties. Therefore, we believe that delegating is a positive expression of passiveness concurring with Hersey and Blanchard's statement (1993) that responding to followers' needs is an adequate way to achieve effectiveness and success. Thus, by separating two possible facets of passiveness, we integrate a part of Graeff's (1983) and Michel *et al.*'s (2011) critiques into our proposed model by adding passive constructive leadership component into our proposed model.

In sum, Figure 3 illustrates the additional development of the complete full-range leadership, visualizing that passive constructive leadership (PCL) is now situated in the passive effective area of the model.

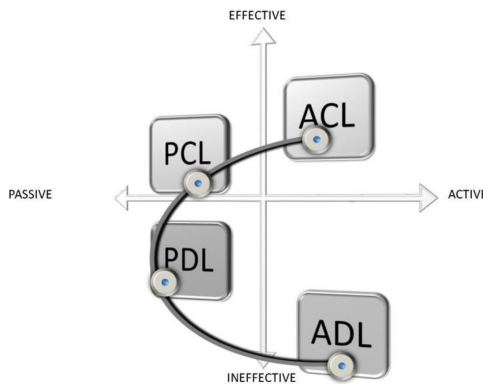
*Complete full range leadership model visualization*

Switching the location of the dimensions (effective/ineffective and active/passive) enables to envisage the parallelism between constructive and destructive leadership styles better. The dark sides of leadership behaviour – either active or passive – appear at the left side of our model and the bright sides of leadership – either active or passive – situated on the right side of our model.

We believe that Figure 4 best visualizes the complete full range of leadership.

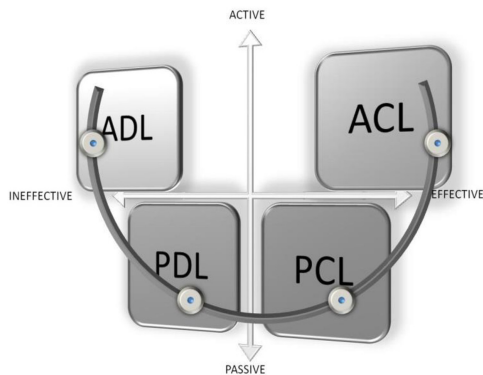
**Discussion and practical implications for management development**

As previously mentioned, FRL is a well established yet often criticized the model of leadership. Although many studies point to the dark sides of leadership – these are not embedded within FRL, which posits that the most destructive leadership behaviour is the passive one. Therefore, to capture a complete full range of leadership behaviour and to



- ACL = Active constructive leadership
- PCL = Passive constructive leadership
- PDL = Passive destructive leadership
- ADL = Active destructive leadership

**Figure 3.**  
Adding the Passive Constructive Leadership component (PCL)



- ACL = Active constructive leadership
- PCL = Passive constructive leadership
- PDL = Passive destructive leadership
- ADL = Active destructive leadership

**Figure 4.**  
The complete full-range leadership model

contribute to the development of managers, it is necessary to include the active, destructive leadership style (ADL) as part of any continuum of leadership behaviour. Moreover, in light of the growing quantum of data, it seems that the classic FRL leadership styles behave differently than the theoretical assumptions underlying the model's conceptualization. Especially when investigating the transactional leadership components, it appears that the contingent reward leadership style overlaps with transactional leadership, and together they

collapse into active constructive leadership (ACL). Also, active and passive management, by exception, and laissez-faire leadership styles correlate negatively with transformational leadership and behave in a manner that allows researchers to consider them as different manifestations of passive destructive leadership (PDL).

Furthermore, due to the ambiguous definitions and empirical measures of the delegating components in Hersey and Blanchard, by defining passive constructive leadership (PCL), our complete full-range leadership model highlights the blurring borders between the past PCL and PDL. Thereby, our model enlightens an overlooked component of PCL, representing the delegating aspect of Hersey and Blanchard's model.

Our model goes beyond its theoretical contribution as it demonstrates leadership styles that organizations must avoid or deal with, on an ongoing basis, in practice. These leadership styles are demonstrated, among other manifestations, through active and passive deviant leader behaviours such as ignorance, mocking degrading or blaming employees, etc. In turn, the prevalence of such leadership styles promotes different types of deviant and withdrawal behaviours of employees who wish to retaliate (Itzkovich and Heilbrunn, 2016). Thus, it is crucial to develop processes that first identify such leadership styles, second prevent the prevalence of adverse leadership styles, and last, intervene once these leadership styles (mainly ADL) are utilized.

Therefore, we argue that from a practical point of view, the following should be done:

- (1) Identifying: In line with viewing context as a significant driver of adverse organizational climate (Hutchinson *et al.*, 2018), top management should identify contextual indicators such as level of pressure, power distribution in organizational units and other contextual factors that can increase the probability for leadership mistreatment namely ADL. Once these structured conditions are identified, Human Resource (HR) practices should be utilized, striving to defuse these contextual drivers. For instance, if the level of pressure in a particular unit is higher than in other units, HR professionals should work to balance it, in order to prevent manifestations of ADL that are known to be at least partially driven by pressure. This notion follows the logic of Zhang and Bednall (2016) who noted that supervisors who regularly experience organizational stress, abuse their subordinates as a coping strategy to alleviate the negative state and stress they experience from upper levels. These findings are also supported by Lam (2016), who noted that stress-reduction intervention programs reduce supervisors' emotional exhaustion and their subsequent abusive supervision.
- (2) Prevention: Generally, promoting positive interactions and opportunities to interact among workers and managers can decrease conflicts (Fouk *et al.*, 2016; Visintin *et al.*, 2017) and thus can mitigate the probabilities of ADL manifestations within the organization. Additionally, the organization can proactively raise awareness among staff in order to convey the message that the organization will not tolerate such destructive behaviours. In a parallel route, organizations can also encourage employees to stand up for themselves or report on others when they observe ADL occurrences. As a complementary preventive step, an organization can strive to develop managers' and employees' socio-emotional competencies. Specifically, organizations as part of their organizational development (OD) plans can enhance managers' empathy towards others. Among other competencies, increasing empathetic concerns towards subordinates were found to reduce abusive behaviours, which are based on instrumental logic of managers, notably managers who assume that abusive conduct will increase productivity (Watkins *et al.*, 2017).
- (3) Intervention: Last, when ADL is exerted, the organization should act against perpetrators as part of a comprehensive organizational zero-tolerance policy for

mistreatment. Avoiding establishing such a policy can lead employees to assume that the organization is a convener for the adverse acts, and thus, the retaliation behaviour of employees will be directed at the organization (Itzkovich and Heilbrunn, 2016).

These adverse leadership behaviours are normally not actively encouraged by the organization, yet similarly to laissez-faire facet, although not promoted by the organization' they do happen in reality and thus, should be integrated as part of a complete full range of leadership model (CFRL). Thus, expanding the model is important as it allows to increase the awareness of adverse leadership styles and foster the development of methods and tools to mitigate those.

In light of the above, in this paper, we suggest a novel alternative full-range leadership model. Our model is based on existing studies and theories and incorporates the main criticism of the current FRL model. Many authors call for a revision of not just existing FRL model in terms of taking a broader perspective of different leaders' behaviour, but also in terms of advancing empirical research and developing a more comprehensive model of destructive behaviour in the field of destructive leadership.

Our paper is not free of limitations. We do acknowledge that extreme active management, by exception, might be considered as active, destructive leadership (ADL). Therefore, active management, by exception, is situated on the active continuum of destructive leadership style. Future research should empirically investigate its survival as a distinct construct. Moreover, we offer a theoretical, conceptual model, which still needs to be empirically tested, and whose predictability needs to be examined. Thus, future empirical studies should verify the model and its various aspects and develop measurement tools enabling the operationalization of the different facets of the model.

Nevertheless, by proposing a new, complete full range of leadership model (CFRL), we offer an overreaching definition of active, destructive leadership to address and capture different dark side leaders' behaviour and also reconceptualize transactional facets of the existing FRL components into a new model to address additional concerns related to FRL that emerged in the current literature.

Our final visualization of the model emphasizes the difference between the dark and bright sides of leadership styles, which ultimately are both ever-presents in leader-follower relationships. While leaders may influence followers' behaviours by serving as role models (Bandura, 1973), they also can use their power destructively. The latter is integrated into our proposed model.

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