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The Leadership Quarterly

Volume 11, Issue 1, Spring 2000, Pages 11-35

Leadership skills for a changing world: Solving complex social problems

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[https://doi.org/10.1016/S1048-9843\(99\)00041-7](https://doi.org/10.1016/S1048-9843(99)00041-7)

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Abstract

Leadership has traditionally been seen as a distinctly interpersonal phenomenon demonstrated in the interactions between leaders and subordinates. The theory of leadership presented in this article proposes that effective leadership behavior fundamentally depends upon the leader's ability to solve the kinds of complex social problems that arise in organizations. The skills that make this type of complex social problem solving possible are discussed. The differential characteristics and career experiences likely to influence the development of these skills also are considered along with the implications of these observations for leadership theory and for the career development of organizational leaders.



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