

# Instrumental leadership: Measurement and extension of Transformational–transactional leadership theory☆

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Leaders must scan the internal and external environment, chart strategic and task objectives, and provide performance feedback. These instrumental leadership (IL) functions go beyond the Motivational and quid-pro quo leader behaviors that comprise the full-range—transformational, Transactional, and laissez faire—leadership model. In four studies we examined the construct validity of IL. We found evidence for a four-factor IL model that was highly prototypical of good Leadership. IL predicted top-level leader emergence controlling for the full-range factors, initiating structure, and consideration.

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